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SUSTAINABILITY ACTION PLAN ●

June 2019

Together North Jersey Local Technical Assistance

This report was prepared by the Alan M. Voorhees Transportation Center at Rutgers University for New Brunswick Tomorrow's New Brunswick Ciclovía through the Together North Jersey (TNJ) Local Technical Assistance Program. Funding for the program is provided by the North Jersey Transportation Planning Authority (NJTPA).

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Table of Contents.



Executive Summary.....	2
Introduction.....	4
Planning Process.....	6
Sustainability Action Plan for the New Brunswick Ciclovía.....	8
Appendix A: Summary of Case Study Research.....	33
Appendix B: Summary of Past Evaluation.....	39
Appendix C: Current State of the New Brunswick Ciclovía.....	45
Appendix D: Stakeholder Workshop Summary and Findings.....	51

FIGURES

Figure 1: Map of Inaugural New Brunswick Ciclovía Route.....	5
Figure 2: Current New Brunswick Ciclovía Organizational Structure.....	45
Figure 3: New Brunswick Ciclovía April/October Route.....	48
Figure 4: New Brunswick Ciclovía June Route.....	49
Figure 5: New Brunswick Ciclovía Attendance 2014-2018.....	50

TABLES

Table 1: Case Study Characteristics.....	33
Table 2: 2013 Ciclovía Goals and Grades.....	39
Table 3: 2016 New Brunswick Ciclovía Goals.....	40
Table 4: Desired Activities from 2016 Outreach Methods.....	41
Table 5: Race and Ethnicity of New Brunswick Ciclovía Respondents, 2013 and 2016.....	42
Table 6: New Brunswick Ciclovía Budget FY 2019.....	47

EXECUTIVE SUMMARY

The Together North Jersey (TNJ) Local Technical Assistance Program, with funding from the North Jersey Transportation Planning Authority (NJTPA), provided technical assistance services to New Brunswick Tomorrow and the City of New Brunswick for the development of a Sustainability Action Plan for the New Brunswick Ciclovía. The Voorhees Transportation Center (VTC) at Rutgers, The State University of New Jersey, supported the effort by conducting background research on open streets best practices, preparing a comprehensive synthesis of previous New Brunswick Ciclovía evaluation reports, and conducting interviews with city representatives. VTC then presented the background research to Ciclovía stakeholders at a workshop and facilitated a visioning exercise with workshop participants to inform a potential takeover of the New Brunswick Ciclovía by the City.

The Sustainability Action Plan provides recommendations for transitioning the Ciclovía program from an initiative led by New Brunswick Tomorrow (with Johnson & Johnson and Robert Wood Johnson Foundation funding) to a permanent City program.

The Action Plan includes the following proposed vision statement:

The New Brunswick Ciclovía is a season of open street initiatives that encourages active and healthy living for all residents and all neighborhoods; engages with community organizations and local businesses; is led by the City, with support and collaboration from New Brunswick Tomorrow and other community partners; and leverages existing city events and resources to maintain financial sustainability and maximize the diversity of programming.



Image credit: New Jersey Bicycle and Pedestrian Resource Center

It also proposes detailed actions for the program to transition from New Brunswick Tomorrow to the City and is centered around achievement of seven goals:

1. **Organizational Capacity:** Establish overall management of the Ciclovía within the City with support from existing community partners.
2. **Funding:** Develop and maintain a dedicated funding base and consistent in-kind donations to ensure long-term fiscal sustainability.
3. **Partnerships:** Preserve existing partnerships and cultivate new partnerships to provide a comprehensive and inclusive program for the New Brunswick community.
4. **Strategic Programming:** Provide active, health-focused activities as well as cultural programming for all residents on strategic routes that utilize city assets.
5. **Communications:** Develop and maintain clear, consistent communication about the program's purpose and event details through a variety of marketing methods.
6. **Program Evaluation:** Conduct routine internal assessment and solicit public comment to ensure ongoing effectiveness of the New Brunswick Ciclovía program and inform future planning decisions.
7. **Equity and Inclusiveness:** Ensure that the New Brunswick Ciclovía is inclusive of all communities and that routes are spatially equitable to all New Brunswick residents.



INTRODUCTION

The Spanish word Ciclovía, which translates to “cycleway” in English, became ubiquitous with the worldwide movement to create active transportation and recreational opportunities in cities. The concept, also commonly known as open streets, began in Bogotá, Colombia in 1974. Ciclovías and open streets are programs that temporarily close streets to motorized vehicles and opens streets for people to use for recreational and community-based purposes. Jaime Ortiz Mariño, an avid cyclist, and Bogotá mayors Luis Prieto Ocampo and Gil Peñalosa were key champions in the success of Bogotá’s Ciclovía and the international movement that emerged. The first Ciclovía and open streets activations¹ in the U.S. occurred in the late 2000s. New Brunswick Tomorrow, a local nonprofit community development organization, hosted New Jersey’s first Ciclovía on October 6, 2013. Since New Brunswick Tomorrow created the program, the New Brunswick Ciclovía has received generous support from Johnson and Johnson, the Robert Wood Johnson Foundation as well as several other sponsors. The original route, shown in Figure 1, was 3.4 miles long. The route connected the Hub Teen Center, Joyce Kilmer Avenue, downtown New Brunswick, Rutgers University’s College Avenue Campus, and Buccleuch Park.

In 2013, there was one Ciclovía event. In 2014 and 2015, four Ciclovías were hosted in New Brunswick. The number has since decreased to three events per year. The route has changed in size and location since the program’s creation. Currently, there are two routes used for street activations. Throughout the years the program has successfully gained more participating organizations and community groups, as well as in attendees throughout the years. Additionally, the program strives to increase healthy living, promote recreation, and build community relationships. The program’s goals, established by the Ciclovía Advisory Committee, have been routinely evaluated by Rutgers University’s Voorhees Transportation Center (VTC) through periodic reports. As of 2019, one of the program’s major sponsors has announced that they will no longer be able to sponsor the New Brunswick Ciclovía. The loss of funding and the diminishing diversity of attendees prompted New Brunswick Tomorrow to seek assistance in studying the program and its future.

The Together North Jersey (TNJ) Local Technical Assistance Program, with funding from the North Jersey Transportation Planning Authority (NJTPA), provided technical assistance services to New Brunswick Tomorrow and the City of New Brunswick for the development of a Sustainability Action Plan for the New Brunswick Ciclovía. VTC supported the effort by conducting background research on open streets best

1. Many Ciclovía and open streets organizers refrain from using the term events as the programming is more than a street fair or block party.

The Sustainability Action Plan provides recommendations for transitioning the Ciclovía program from an initiative led by New Brunswick Tomorrow (with Johnson & Johnson and Robert Wood Johnson Foundation funding) to a permanent City program. The City led and funded program would be supplemented with ongoing support from New Brunswick Tomorrow and other partners. The plan recognizes the program's success and identifies components of the program that should be continued in the City-led initiative. Opportunities for improvement are identified as recommendations for New Brunswick to explore to ensure the program's long-term sustainability. Lastly, the Action Plan is intended to serve the City, New Brunswick Tomorrow, the Ciclovía partner organizations, and all stakeholders as a guide for the program's continued success at promoting active living and celebrating New Brunswick's unique cultural diversity.

CICLOVÍA New Brunswick
city streets for active living

ROUTE MAP

Route Length: 3.4 miles

No beginning.
No end.

PLANNING PROCESS



TASK 1: BEST PRACTICES AND CONTEXT RESEARCH

The project team conducted case study research to find comparable places with city-run open streets programs. The team first identified 25 programs with comparable demographic, economic, and spatial characteristics to the City or the New Brunswick Ciclovía, of which leaders from four programs were selected for phone interviews based on their program's recent growth and innovative practices. Interviewees were asked about their practices and potential transferability to a city-run program in New Brunswick, as well as program challenges and how they overcame them. The project team compiled recent data, such as current attendance numbers, operating expenses, and local sponsorships of the New Brunswick Ciclovía. The project team also synthesized three evaluation reports of the Ciclovía program that had been prepared by staff from the New Jersey Bicycle and Pedestrian Resource Center in prior years to provide historical context. A summary of the case study research is provided as Appendix A and a summary of the evaluations from previous New Brunswick Ciclovía events is provided as Appendix B.



TASK 2: CITY ENGAGEMENT

In consultation with New Brunswick Tomorrow and the City of New Brunswick, the project team identified several city employees as interview subjects. In total, VTC interviewed five municipal employees; four were phone interviews and one was conducted via email correspondence. In addition, VTC interviewed program staff from New Brunswick Tomorrow. The purpose of the interviews was to understand the City's current role in the New Brunswick Ciclovía and assess individual and collective perceptions of the advantages and disadvantages of institutionalizing the Ciclovía program. The interviews provided insight into what a potential City-led Ciclovía might look like in the near future. A summary of the current state of the New Brunswick Ciclovía is provided as Appendix C.



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TASK 3: STAKEHOLDER WORKSHOP

VTC conducted a half-day workshop at the Edward J. Bloustein School for Planning and Public Policy on April 4, 2019, with members of the Ciclovía Advisory Committee and other stakeholders. Workshop attendees included New Brunswick city employees, New Brunswick Tomorrow representatives, and other partner organization representatives. At the workshop, VTC presented its research findings.. The workshop also included a visioning exercise where attendees, in small groups, brainstormed about what a City-led Ciclovía should look like. The exercise uncovered several areas of agreement as well as areas of discord. For example, stakeholders agreed on the need for strong involvement from the New Brunswick Recreation Division but did not agree on the importance of attracting Rutgers students to Ciclovía events. A preliminary vision statement for a City-led New Brunswick Ciclovía, developed by VTC staff, was presented to workshop participants. Collectively, workshop participants drafted a reworded vision statement for the Ciclovía. A summary of the stakeholder workshop and findings is provided as Appendix D.

TASK 4: ACTION PLAN

Through the findings collected in previous tasks, VTC developed an action plan for the transition of the New Brunswick Ciclovía to a sustainable, City-led initiative. The plan outlines the vision of the program and establishes broad goals that constitute the key components of the Ciclovía program. The goals are then divided into objectives that illustrate more focused strategies and are further broken into several specific action items. The descriptions of the action items contain suggestions for responsible parties and time frames.



Image credit: New Jersey Bicycle and Pedestrian Resource Center

SUSTAINABILITY ACTION PLAN FOR THE NEW BRUNSWICK CICLOVIA

OVERVIEW

Based on the case study research, city staff interviews, and the stakeholder workshop, the project team developed the Sustainability Action Plan for the New Brunswick Ciclovía. The principal purpose of the Action Plan for the New Brunswick Ciclovía is to provide a sustainable path forward for the continuation and growth of the initiative. The recommendations and strategies outlined below provide guidance and suggestions on how to facilitate the leadership transition of the program and the long-term sustainability of the New Brunswick Ciclovía. The City, New Brunswick Tomorrow, and other Ciclovía partners should work together to determine which of the suggested objectives and actions are the most important to prioritize. The project team recognizes that not all of the Action Plan's recommendations are necessary for a successful program transition. However, taken as a whole, the Action Plan provides a long-term, aspirational vision for the future of the New Brunswick Ciclovía program, exploring areas of full potential and growth for the City and the surrounding communities.

VISION STATEMENT

The proposed vision statement for the New Brunswick Ciclovía is as follows:

The New Brunswick Ciclovía is a season of open street initiatives that encourages active and healthy living for all residents and all neighborhoods; engages with community organizations and local businesses; is led by the City, with support and collaboration from New Brunswick Tomorrow and other community partners; and leverages existing city events and resources to maintain financial sustainability and maximize the diversity of programming.



Image credit: New Jersey Bicycle and Pedestrian Resource Center

PROGRAM TRANSITION

The Action Plan proposes detailed actions for the program to transition from New Brunswick Tomorrow to the City. The tasks are designed to assist the program's leadership transition and to find alternative methods to financially sustain the program for the foreseeable future. The action items are assigned a time frame based on how long they are anticipated to take. Action items within the short-term time frame are identified as tasks that can be accomplished easily, quickly, and affordably and therefore would assist with the program's transition. Medium-term and long-term action items are designed to ensure the program's long-term sustainability as a city service.

The four-time frames are:

1. **Ongoing:** An action that is already performed by New Brunswick Tomorrow or the Advisory Committee that would continue.
2. **Short-Term:** An action that may be accomplished within six months of the leadership transition.
3. **Medium-Term:** An action that may be accomplished within six months to 1.5 years of the leadership transition.
4. **Long-Term:** An action that may take more than 1.5 years to accomplish.

GOALS

- » **Organizational Capacity:** Establish overall management of the Ciclovía within the City with support from existing community partners.
- » **Funding:** Develop and maintain a dedicated funding base and consistent in-kind donations to ensure long-term fiscal sustainability.
- » **Partnerships:** Preserve existing partnerships and cultivate new partnerships to provide a comprehensive and inclusive program for the New Brunswick community.
- » **Strategic Programming:** Provide active, health-focused activities as well as cultural programming for all residents on strategic routes that utilize city assets.
- » **Communications:** Develop and maintain clear, consistent communication about the program's purpose and event details through a variety of marketing methods.
- » **Program Evaluation:** Conduct routine internal assessment and solicit public comment to ensure ongoing effectiveness of the New Brunswick Ciclovía program and inform future planning decisions.
- » **Equity and Inclusiveness:** Ensure that the New Brunswick Ciclovía is inclusive of all communities and that routes are spatially equitable to all New Brunswick residents.

STRATEGIES AND ACTIONS

A description of each of the aforementioned goals is listed below, followed by specific strategies and corresponding actions that are designed to achieve the stated goals of the program.

Goal 1	<p>Organizational Capacity — Establish overall management of the Ciclovía within the City with support from existing community partners.</p> <p>The Organizational Capacity goal focuses on the successful transition of program management of the New Brunswick Ciclovía as well as maintaining current partnerships. Equally crucial to the transition is to maintain or establish new roles for existing partners that have made the New Brunswick Ciclovía a community success for more than five years. The transition involves identifying key city staff that will be responsible for managing the program. Additionally, the transition period is an ideal time to expand the Ciclovía Advisory Committee to bring more diversity and new ideas to the program. As a City-led program, there are opportunities to further use New Brunswick’s community connections to build a stronger volunteer program that can be relied on more for event support.</p>		
1.1	<p>Establish specific roles for City of New Brunswick Departments to effectively coordinate internal administration of program.</p>		
1.1.1	<p><i>Continue the existing roles and responsibilities of city departments.</i></p>		
	Detail	Responsibility	Timeframe
	<p>The current work done by the Administration, Planning and Development, Police, Public Works, and Social Services Departments should continue. Additional duties may be transferred to departments as the transition occurs.</p>	<p>City of New Brunswick</p>	<p>Ongoing</p>
1.1.2	<p><i>Identify a city department to serve as the program manager for Ciclovía.</i></p>		
	<p>A city department currently involved with the New Brunswick Ciclovía should be chosen to manage the program’s logistics and operations.</p>	<p>City of New Brunswick</p>	<p>Short-term</p>

1.1.3	<i>Create a program coordinator role within the municipal government to manage the Ciclovía program.</i>		
	The program coordinator role should be a city employee, housed within the department chosen to serve as the Ciclovía program manager. The role should be part-time or seasonal to minimize the cost burden of an additional employee.	City of New Brunswick	Short-term
1.1.4	<i>Designate the City Administration Department as the fiscal and legal agent of the New Brunswick Ciclovía program.</i>		
	The City Administration should oversee the financial management of the program. Additionally, the Department could manage the insurance requirements and ensure that city ordinances pertaining to Ciclovía are followed.	City of New Brunswick	Short-term
1.2	Determine future roles for existing program partners for continued success.		
1.2.1	<i>Maintain involvement from existing partners (e.g. Robert Wood Johnson Foundation, RWJ Hospital) in logistical and/or financial capacities.</i>		
	Detail	Responsibility	Timeframe
	The existing partnerships have been a great asset to the program and their continued involvement is vital to the New Brunswick Ciclovía.	City of New Brunswick, New Brunswick Tomorrow	Ongoing
1.2.2	<i>Designate New Brunswick Tomorrow as one of the program's subject matter experts and the 501(c)(3) entity for management of all financial donations and sponsorships.</i>		
	New Brunswick Tomorrow should assist the city in an advisory role to provide historical context and should use its 501(c)(3) designation to manage sponsorships. The benefit to this is that as a nonprofit New Brunswick Tomorrow could accept donations that the City may be unable to.	Ciclovía Advisory Committee	Short-term

1.2.3	<i>Create a sponsorship/grant coordinator position within New Brunswick Tomorrow.</i>		
	This role would continue the existing sponsorship work already undertaken by New Brunswick Tomorrow. Additionally, the position would conduct grant searches and apply for relevant grants, in coordination with the City, to fund the New Brunswick Ciclovía.	City of New Brunswick, New Brunswick Tomorrow	Medium-term
1.3	Promote greater diversity within the program by expanding the Advisory Committee.		
1.3.1	<i>Add additional city staff members to the Ciclovía Advisory Committee.</i>		
	Detail	Responsibility	Timeframe
1.3.1	All city departments involved with Ciclovía should have a representative on the Advisory Committee to ensure efficient program coordination and communication.	City of New Brunswick Mayor's Office	Short-term
1.3.2	<i>Invite members from underrepresented communities (e.g. African American, LGBTQIA+, Rutgers University student associations) to serve on committee.</i>		
	By including representatives from underrepresented communities, the City could work towards building a more inclusive program where attendees are representative of the community's diversity.	City of New Brunswick and current Advisory Committee members	Medium-term
1.3.3	<i>Use the Advisory Committee in the decision-making process during program management transition..</i>		
	The Advisory Committee has several members who have been involved since the Ciclovía began; therefore, the City should consult with the Advisory Committee throughout the transition to understand the historical context of the program and to learn from past lessons.	City of New Brunswick	Long-term

1.4	Restructure the volunteer program to provide greater assistance to program organizers during events.		
1.4.1	<i>Use New Brunswick Tomorrow's existing marketing tools to continue to recruit community volunteers.</i>		
	Detail	Responsibility	Timeframe
1.4.1	The City should continue to coordinate with New Brunswick Tomorrow to use existing marketing strategies to continue to recruit volunteers as the program transitions.	City of New Brunswick	Ongoing
1.4.2	<i>Ensure that the volunteer program adheres to all city requirements pertaining to volunteers.</i>		
	By including representatives from underrepresented communities, the City could work towards building a more inclusive program where attendees are representative of the community's diversity.	City of New Brunswick City Administration Department	Short-term
1.4.3	<i>Reduce shift hours for younger volunteers to ensure shifts are completed.</i>		
	The City should reduce the number of hours required of younger volunteers (i.e. high school students and young adults) to attract more volunteers, better guarantee shifts are completed, and keep all posts attended during events. Alternatively, the city could reduce the time commitment for all volunteer posts.	City of New Brunswick and Ciclovía Advisory Committee	Short-term
1.4.4	Expand opportunities for volunteers to serve in larger capacities at events.		
	The City could develop additional volunteer roles to better assist during events. New roles may include safety volunteers, active transportation ambassadors, or local business liaisons, as well as cross walk volunteers to assist the New Brunswick Police Department with traffic control during street closures.	City of New Brunswick Recreation Division	Medium-term

1.4.5	Train volunteers or employ crossing guards to assist New Brunswick Police Officers with safety related to crossing streets during events.		
	The City could develop a training program in consultation with the New Brunswick Police Department to train volunteers and/or employ local crossing guards to assist attendees in safely crossing unclosed streets.	City of New Brunswick Mayor's Office and Police Department	Medium-term

Goal 2	Funding: Develop and maintain a dedicated funding base and consistent in-kind donations to ensure long-term fiscal sustainability.		
	<p>The Funding goal emphasizes the need for establishing new long-term funding mechanisms to keep the program financially viable into the foreseeable future. Partners should intensify the search for new major sponsorships while continuing to recognize and maintain relationships with existing sponsors and donors. Furthermore, current program logistics should be modified to reduce expenses, while maintaining traditions unique to the New Brunswick Ciclovía. It is crucial that the City and Advisory Committee partners continuously search for local and regional grants in order to locate new funding sources for the program.</p>		
2.1	Identify new funding opportunities to financially sustain the next phase of New Brunswick Ciclovía.		
2.1.1	<i>Develop VIP-level sponsor package to entice major contributions from businesses that align with the program's open streets principles.</i>		
	Detail	Responsibility	Timeframe
	The VIP sponsor package should include recognition opportunities that significantly differentiate this level of sponsorship from the other sponsorship levels. The VIP level could include logo recognition on all future merchandise products.	City of New Brunswick and New Brunswick Tomorrow	Short-term

2.1.2	<i>Establish a dedicated municipal funding mechanism within the City's budget for the Ciclovía program.</i>		
	The City should explore funding streams such as appropriating a portion of a city fee or adding a line item within a city department's budget to help sustain the Ciclovía program.	City of New Brunswick Administration Department	Short-term/ Medium-term
2.1.3	<i>Assemble an updated list of local businesses and major employers to foster new relationships and sponsorships.</i>		
	The City and New Brunswick Tomorrow should work together to develop new sponsorships with major Middlesex County employers such as Novo Nordisk, Bristol-Myers Squibb, Prudential Insurance Company, and Ericsson as well as small and medium-sized New Brunswick businesses. A percentage of sponsorship funds could be allocated to New Brunswick Tomorrow to partially pay for the sponsorship/grant coordinator position mentioned in recommendation 1.2.3.	New Brunswick Tomorrow (Sponsorship Development role)	Medium-term
2.2	Create and maintain a list of local and regional grants which the City or New Brunswick Tomorrow could apply for to fund the program.		
2.2.1	<i>Apply for the New Jersey Division of Highway Traffic Safety Grant.</i>		
	Detail	Responsibility	Timeframe
	This grant is generally awarded to local police departments to cover overtime of safety-related tasks. This grant may cover part of the expense of off-duty police officers, which is the largest expense for the New Brunswick Ciclovía.	City of New Brunswick and New Brunswick Tomorrow	Short-term

2.2.2	<i>Work with the New Jersey Transportation Planning Authority (NJTPA) to apply for Congestion Mitigation Air Quality (CMAQ) funds and other pertinent local or regional funding.</i>		
	As CMAQ funding follows a three year grant cycle and other funding opportunities may arise, the City and New Brunswick Tomorrow should coordinate with NJTPA and Middlesex County to apply for grants for which the New Brunswick Ciclovía is eligible.	City of New Brunswick	Long-term
2.3	Continue to reduce program expenses.		
2.3.1	<i>Acknowledge existing in-kind donations and solicit continued support from these businesses, organizations, and individuals.</i>		
	Detail	Responsibility	Timeframe
	In-kind donations are an important resource for Ciclovía events. The City should work to maintain these relationships and recognize these generous community contributions through a formal process (VIP status, special access, etc.).	City of New Brunswick and Ciclovía Advisory Committee	Ongoing/ Long-term
2.3.2	<i>Inventory existing city resources that can be leveraged to sustain programming activities and use these resources in lieu of renting equipment or using third-party vendors..</i>		
	The program manager should conduct an inventory of city equipment that could be used at Ciclovía events and request access to equipment before using outside vendors.	City of New Brunswick	Short-term
2.3.3	<i>Assess the frequency of events to decide what is most feasible for the city.</i>		
	The City should consider altering the frequency of Ciclovía events to continue the program in a cost-effective manner that attracts more attendees.	City of New Brunswick Mayor's Office	Short-term

2.4	Create new opportunities for financial support.		
2.4.1	<i>Create new opportunities to involve Rutgers University and major local employers as financial sponsors of the program.</i>		
	Detail	Responsibility	Timeframe
	The City should work with Rutgers University's Community Affairs Office and major employers in Middlesex County to develop sponsorship opportunities.	City of New Brunswick with support from Ciclovía Advisory Committee	Short-term
2.4.2	<i>Host an annual fundraiser event to acknowledge sponsors, partners, volunteers, leaders etc. and raise additional program funds.</i>		
	The City could consider an annual fundraiser event as a means to bring everyone involved with Ciclovía together and recognize their efforts and celebrate the program's success. Additionally, the fundraiser could be used to market the New Brunswick Ciclovía, identify new sponsors, and raise funds for future programming.	City of New Brunswick	Medium-term
2.4.3	<i>Develop recommended donation guidelines for for-profit activity partners/vendors.</i>		
	The City should establish recommended donations from for-profit businesses that attend the New Brunswick Ciclovía.	City of New Brunswick and Ciclovía Advisory Committee	Medium-term
2.4.4	<i>Consider working with adjacent municipalities to co-host Ciclovía events.</i>		
	The City could coordinate with adjacent municipalities and Middlesex County to gauge interest and feasibility of co-hosting future Ciclovía events to provide larger routes while reducing the cost burden for the City. Action 2.2.2. will be an important aspect of taking a regional approach to Ciclovía.	City of New Brunswick Mayor's Office	Medium-term/ Long-term

Goal 3	<p>Partnerships: Preserve existing partnerships and cultivate new partnerships to provide a comprehensive and inclusive program for the New Brunswick community.</p> <p>The Partnership goal aims to preserve the successful partnerships built over the past six years and to identify new partnerships to expand the scope of community resources available and the diversity of the program. There are several local agencies that could form beneficial partnerships to provide technical knowledge of health and active transportation, greater marketing reach to the regional community, or financial and in-kind support. As a City-run program, it would be imperative that marketing and outreach activities continue to be inclusive of all communities and that extra effort be placed on reaching hard-to-reach or underrepresented populations in New Brunswick. It is important to continue to engage with Rutgers University. There are underutilized resources within the Rutgers community that could be employed to meet other goals and objectives of the program.</p>		
3.1	Maintain existing partnerships to continue successful implementation of program mission.		
3.1.1	<i>Maintain existing logistical support from program partners – RWJ Hospital, Saint Peter’s University Hospital, Keep Middlesex Moving, Rutgers University, and New Brunswick High School student groups.</i>		
	<p>Detail</p> <p>The City should work with existing program partners to ensure continued support from community partners during and after the transition to a City-led program.</p>	<p>Responsibility</p> <p>City of New Brunswick with support from Ciclovía Advisory Committee</p>	<p>Timeframe</p> <p>Ongoing</p>
3.1.2	<i>Develop closer partnership with New Brunswick Public Schools to provide educational programming at events.</i>		
	<p>The City should look to create a stronger partnership with the New Brunswick Public Schools to develop more interactive, educational programming tailored to school aged children.</p>	<p>City of New Brunswick</p>	<p>Short-term</p>

3.1.3	<i>Continue to coordinate with DEVCO and New Brunswick City Market to promote stronger buy-in and involvement from the New Brunswick local business community.</i>		
	The City should work with DEVCO and City Market to identify strategies to encourage stronger involvement from local retail businesses in the Ciclovía. A survey tailored to local stores and services could be created to see if event route and event time changes would foster greater involvement.	City of New Brunswick	Ongoing/ Long-term
3.2	Initiate new partnerships with local public agencies to coordinate community resources.		
3.2.1	<i>Invite NJTPA's Street Smart NJ program to host a booth at future Ciclovías.</i>		
	Detail	Responsibility	Timeframe
	The City should coordinate with NJTPA to invite relevant programs that would mutually benefit the Ciclovía program such as Street Smart NJ pedestrian safety campaign ² or the Sustainable Jersey Green Team ³ organization.	NJTPA	Short-term
3.2.2	Contact local transit agencies—Academy Bus, MCAT, and NJ TRANSIT—to explore opportunities to incorporate transit into the program's mission.		
	The City should work with transit agencies and Keep Middlesex Moving to develop transit-focused programming at Ciclovía events to better familiarize attendees with alternative transportation options. For example, local transit agencies could host a bicycle-loading on buses demonstration to make participants more comfortable with combining different modes of transportation into their commute.	City of New Brunswick Recreation Division	Short-term/ Medium-term

2. <https://beststreetsmartnj.org/>

3. <http://www.sustainablejersey.com/support-us/volunteer/green-team/>

3.2.3	<i>Create a partnership with Middlesex County Office of Parks and Recreation and Middlesex County Office of Health Services.</i>		
	Detail	Responsibility	Timeframe
	The City should work to establish a mutually beneficial partnership with the Middlesex County Office of Parks and Recreation and the Middlesex County Office of Health Services to identify programming opportunities that the County offices could provide at Ciclovía events. A partnership with County officials would be advantageous in future grant applications.	City of New Brunswick/ New Brunswick Tomorrow	Medium-term
3.2.4	<i>Coordinate with adjacent municipalities – Highland Park, North Brunswick, and Somerset – to examine possibility of co-hosting open streets events</i>		
	The City should communicate with neighboring municipalities to work towards hosting inter-city Ciclovía events. A Ciclovía program co-hosted with a neighboring municipality would be advantageous in future grant applications.	City of New Brunswick	Medium-term/ Long-term
3.3	Reengage specific Rutgers schools and departments to provide technical assistance.		
3.3.1	<i>Engage specific Rutgers programs to provide assistance with planning activities related to health and physical activity.</i>		
	Detail	Responsibility	Timeframe
	The City and New Brunswick Tomorrow should explore the potential to work with Rutgers departments such as the School of Public Health and the Department of Kinesiology and Health to create academic partnerships with health subject matter experts.	City of New Brunswick and New Brunswick Tomorrow	Short-term/ Medium-term

3.3.2	3.3.2. Recruit Rutgers University Bloustein School of Planning and Public Policy students to serve as “Transportation Ambassadors.”		
	Student volunteers could serve as transportation subject-matter experts to provide information on open streets and transportation alternatives to event participants.	City of New Brunswick Recreation Division	Short-term/ Medium-term
3.3.3	Identify other Rutgers University schools or departments that could provide additional technical expertise at Ciclovía events.		
	The city and the Advisory Committee should work to identify future partnerships that could assist with the goals of the New Brunswick Ciclovía.	City of New Brunswick Recreation Division	Medium-term

Goal 4	Strategic Programming: Provide active, health-focused activities as well as cultural programming for all residents on strategic routes that use city assets.		
	<p>The Strategic Planning goal seeks to adapt logistics to make the program more efficient, cost-effective, and inclusive of all communities. Health and active living activities related to street activations continue to be the focus of the event; however, the rich, cultural programming should be continued as a dynamic celebration of New Brunswick’s diversity. The event route, date and time, and frequency could be altered to better use existing city assets and to serve a larger portion of the community. Additionally, program events could be joined with existing city or community events to more effectively use city resources.</p>		
4.1	Evaluate routes designed during stakeholder workshop and select routes that adhere to open streets principals and are financially sustainable.		
4.1.1	Select routes that require the least amount of street closures and traffic control.		
	Detail	Responsibility	Timeframe
	The City, in consultation with the Advisory Committee, should work towards creating routes that require minimal street closures and limited traffic control.	City of New Brunswick	Ongoing

4.1.2	<i>Determine the appropriate route distance for a successful open streets event in New Brunswick.</i>		
	The City, in consultation with the Advisory Committee, should determine routes that are of an appropriate scale for New Brunswick that consider associated costs, health results of participants, and overall participant enjoyment.	City of New Brunswick and Ciclovía Advisory Committee	Short-term
4.1.3	<i>Identify routes that allow for parks and other City resources to be used in event programming.</i>		
	The City, in consultation with the Advisory Committee, should prioritize routes that incorporate parks and community assets as a means to provide additional programming space.	City of New Brunswick Recreation Division and Planning and Development Department	Short-term/ Medium-term
4.2	Prioritize physical and healthy living activities that align with the open streets concept.		
4.2.1	<i>Coordinate with cycling businesses and advocacy groups to offer bicycle rentals and lessons.</i>		
	Detail	Responsibility	Timeframe
	The City and New Brunswick Tomorrow should work with local cycling businesses or advocacy groups to offer bicycle rentals and bicycle lessons as both activities were listed as highly desired in previous participant surveys.	New Brunswick Tomorrow	Ongoing/ Long-term
4.2.2	Assemble volunteers to lead organized sports (e.g., soccer) in parks during event.		
	A new sports volunteer role could be added to the City's volunteer program. The role would be responsible in leading safe, organized games and other physical activities in the parks. Alternatively, a Recreation Division employee or Hub Teen Center employee could fulfill this role.	City of New Brunswick Recreation Division	Short-term/ Medium-term

4.2.3	<i>Develop a healthy food demonstrations or samples activity with a local business or organization.</i>		
	Detail	Responsibility	Timeframe
	The City and New Brunswick Tomorrow could coordinate with program partners to host a healthy food demonstration at future Ciclovía events to promote a comprehensive approach to healthy living.	City of New Brunswick Social Services Department; New Brunswick Tomorrow	Short-term/ Medium-term
4.2.4	<i>Conduct complete streets demonstrations to encourage active transportation in everyday life of residents.</i>		
	The City Planning and Development Department, with assistance from Advisory Committee partners, could provide complete streets demonstrations, as appropriate, to illustrate the principles of the complete streets concept, encourage greater use of existing bike lanes, and highlight planned streetscape projects in New Brunswick. Demonstrations could include a temporary bike lane, chicanes, or a curb extension.	City of New Brunswick Planning and Development Department; Advisory Committee	Medium-term
4.3	Continue to offer and expand programming to highlight the city's diversity.		
4.3.1	<i>Diversify cultural programming to represent all New Brunswick and attract participants from underrepresented groups.</i>		
	Detail	Responsibility	Timeframe
	The new program coordinator, in consultation with the Advisory Committee, could work to add cultural programming to Ciclovía events that target New Brunswick populations that are underserved by Ciclovía.	City of New Brunswick and Ciclovía Advisory Committee	Ongoing/ Long-term

4.3.2	<i>Identify programming opportunities for participants of all ages and abilities to make the event more inclusive.</i>		
	In addition to cultural diversity, the program coordinator could ensure that activities and programming are accessible to participants of all ages and abilities.	City of New Brunswick Social Services Department and Ciclovía Advisory Committee	Short-term/ Medium-term
4.3.3	<i>Create a passport booklet reward program to encourage greater participation throughout the entire route.</i>		
	The program coordinator could create a passport booklet system that rewards participants who engage with more activity centers throughout the route. The passport booklet would encourage participants to complete the entire route and provide an additional marketing tool for the New Brunswick Ciclovía.	City of New Brunswick	Medium-term
4.3.4	<i>Coordinate with Rutgers University to provide programming targeted to Rutgers University students.</i>		
	The program coordinator could work with the Rutgers Community Affairs Office to connect with relevant student groups that can offer activities and attract more college students to Ciclovía.	City of New Brunswick	Medium-term/ Long-term

4.4	Identify opportunities to adapt programming for greater sustainability.		
4.4.1	<i>Encourage city departments to use events as occasions to solicit public input on specific projects.</i>		
	Detail	Responsibility	Timeframe
	The Advisory Committee should coordinate with all city departments to identify opportunities to collect public input at Ciclovía events regarding specific city projects or programs. For example, the Recreation Division could ask for residents' input on future park renovations.	City of New Brunswick Mayor's Office	Short-term/ Medium-term
4.4.2	<i>Encourage city departments to use events as an occasion to connect residents with public services.</i>		
	The Advisory Committee could coordinate with all city departments to determine which city programs and services could be marketed at Ciclovía events, such as a Municipal ID information station and promotion of library services.	City of New Brunswick Mayor's Office	Short-term/ Medium-term
4.4.3	<i>Evaluate changing the day and time of events to provide variation so that a larger demographic of residents may attend.</i>		
	The city should consider the potential benefits of adjusting the day and time of Ciclovía to increase attendance from underrepresented communities and overall attendance levels.	City of New Brunswick Mayor's Office and Ciclovía Advisory Committee	Medium-term

Goal 5	<p>Communications: Develop and maintain clear, consistent communication about the program's purpose and event details through a variety of marketing methods.</p> <p>The Communications goal encompasses program branding, program marketing, and community outreach. The goal concentrates on the city government providing clear information on the program's purpose and consistent information on upcoming event details to the entire New Brunswick community. In an effort to centralize communication, the City could explore creating a communications intern position to manage ongoing marketing activities and develop innovative outreach solutions. A new round of community outreach should be conducted with leadership from the City and support from New Brunswick Tomorrow to inform the community of the transition and continue to spread the word about program events.</p>		
	<p>5.1 Identify branding opportunities during program transition.</p>		
5.1.1	<p><i>Develop a new logo to distinguish the New Brunswick Ciclovía as a city program.</i></p>		
	Detail	Responsibility	Timeframe
	In coordination with a potential name change, the City and the Advisory Committee should consider the potential branding and engagement benefits of changing the program's logo.	City of New Brunswick	Short-term
5.1.2	<p><i>Consider the prospective benefits and drawbacks of changing the New Brunswick Ciclovía name.</i></p>		
	As the New Brunswick Ciclovía is now an established community asset, the City and the Advisory Committee could consider the opportunity to rename the program during the transition phase to promote greater inclusivity and local buy-in within the program. For example, the name could be changed to New Brunswick Open Streets. A historical exhibit or placard could be created to commemorate the program's historical roots.	City of New Brunswick and Ciclovía Advisory Committee	Short-term/ Medium-term

5.1.3	<i>Create official program merchandise to promote community buy-in, civic pride, and an additional revenue source.</i>		
	The City could develop New Brunswick Ciclovía merchandise (such as caps, t-shirts, water bottles, bike helmets, slap-on reflectors, etc.) transportation to raise funds, encourage active transportation, foster civic pride, and promote the program.	City of New Brunswick and Ciclovía Advisory Committee	Medium-term
5.2	Transition marketing campaigns to city leadership with focus on reaching all communities in New Brunswick.		
5.2.1	<i>Continue to offer program information in English and Spanish, as feasible.</i>		
	Detail	Responsibility	Timeframe
	The City and New Brunswick Tomorrow should continue to provide information in both English and Spanish to ensure that the non-English speaking community is informed of program updates.	City of New Brunswick and New Brunswick Tomorrow	Ongoing
5.2.2	Incorporate existing Ciclovía website into City's website.		
	If the program becomes a city-led initiative, the current Ciclovía website should be integrated into the Division of Recreation's page on the City's website.	City of New Brunswick	Short-term
5.2.3	<i>Use city resources to provide additional marketing of program.</i>		
	Detail	Responsibility	Timeframe
	The City should identify opportunities to advertise events at the neighborhood level, such as including Ciclovía event notices with official city mailers or using block captains. ⁴	City of New Brunswick	Short-term/ Ongoing

4. <http://thecityofnewbrunswick.org/blog/join-our-clean-city-block-captains-team/>

5.2.4	<i>Create an annual Communications Intern program.</i>		
	The internship program could be a partnership between the City and the Rutgers School of Communication and Information. The seasonal intern could manage general marketing tasks and social media accounts of the Ciclovía program as well as assist with outreach efforts. Funding for the internship would have to be identified.	City of New Brunswick	Short-term/ Medium-term
5.2.5	<i>Ensure that marketing efforts are directed towards a diverse audience.</i>		
	The City should develop and execute marketing campaigns that are inclusive of all communities within the city, e.g. age, race/ethnicity, income level, religion, LGBTQIA+ etc.	City of New Brunswick and Ciclovía Advisory Committee	Long-term
5.3	Provide additional community outreach during transition phase.		
5.3.1	<i>Conduct an open house during transition period to offer the public opportunities to discuss transition and future plans for program.</i>		
	Detail	Responsibility	Timeframe
	The city could host an open house during the transition phase in order to provide greater transparency on the transition and provide the public with an opportunity to provide input on the Ciclovía program.	City of New Brunswick	Short-term
5.3.2	<i>Conduct targeted public outreach to underrepresented and hard to reach communities in New Brunswick.</i>		
	The City and New Brunswick Tomorrow should work together to train volunteers to provide pre-event public outreach before events to explain program purpose and the diversity of programming.	City of New Brunswick and Ciclovía Advisory Committee	Medium-term/ Long-term

Goal 6	<p>Program Evaluation: Conduct routine internal assessment and solicit public comment to ensure ongoing effectiveness of the New Brunswick Ciclovía program and inform future planning decisions.</p> <p>The Program Evaluation goal is designed to ensure that the program continues to adapt to community needs over time and remains a relevant, results-producing city asset. As a city service, it is important that City monitor the successes and shortcomings of the program. Additionally, the Ciclovía Advisory Committee should have clearly defined methods to engage with city staff about the logistics and operations of the community-focused event. As a city service, a dynamic set of public input methods can be implemented to provide opportunities for dialogue between city leadership and the community. Additionally, ongoing monitoring from a third-party organization can be utilized to provide objective commentary on recommendations to continuously improve the program.</p>		
6.1	Institute internal evaluation systems to measure success of program.		
6.1.1	<i>Construct an internal auditing system.</i>		
	Detail	Responsibility	Timeframe
	<p>The City should create an audit system or adhere to existing city regulation for program evaluations to gauge the successfulness of a city-run open streets program. An internal audit would provide a clear method to measure the successes of the program and to compare the city-led program with the previously nonprofit-led program.</p>	City of New Brunswick Mayor's Office and Ciclovía Advisory Committee	Short-term/ Medium-term
6.1.2	<i>Establish an assessment model for the Advisory Committee to provide an annual evaluation of the City-led program.</i>		
	<p>The City and the Advisory Committee should develop an agreed upon system for the Advisory Committee to provide feedback annually at the end of the Ciclovía season.</p>	Ciclovía Advisory Committee	Medium-term

6.2	Develop dynamic platform to solicit public feedback.		
6.2.1	<i>Create an online survey for the public to submit feedback regarding program.</i>		
	Detail	Responsibility	Timeframe
	The online survey could be located on the City's Recreation webpage and be advertised regularly through social media. This online survey would provide residents and other participants with an opportunity to provide feedback and suggest new ideas for the program.	City of New Brunswick	Medium-term
6.2.2	Provide an annual public comment opportunity at a City Council meeting to allow for public discussion of the program's management.		
	In coordination with the New Brunswick City Council, a Ciclovía public comment opportunity could take place at during a City Council meeting at the conclusion of the Ciclovía season. This could provide an annual opportunity for stakeholders to discuss the program with elected officials.	City of New Brunswick Mayor's Office	Long-term
6.2.3	<i>Deploy volunteers at Ciclovía events to conduct intercept surveys on an annual basis.</i>		
	Detail	Responsibility	Timeframe
	As done in previous years, trained volunteers could gather feedback directly from participants during the Ciclovía events. The program coordinator, with technical assistance from Advisory Committee members, could synthesize the collected surveys into an annual report to be sent to the Mayor's Office, the Advisory Committee, City Council, and other key program partners.	City of New Brunswick	Long-term

6.2.4	<i>Partner with the Voorhees Transportation Center (VTC) at Rutgers University to prepare program evaluations.</i>		
	The City could partner with VTC to conduct program evaluations that will evaluate the program's ability to achieve goals and identify areas for future improvement. The program evaluations would be useful for future grant applications to show growth and success of the program.	City of New Brunswick	Long-term

Goal 7	Equity and Inclusiveness: Ensure that the New Brunswick Ciclovía is inclusive of all communities and that routes are spatially equitable to all New Brunswick residents.		
7.1	Launch a new campaign to recruit greater diversity to the Ciclovía program.		
7.1.1	<i>Expand community representation on the Advisory Committee by inviting members from underrepresented communities to join the committee.</i>		
	Detail	Responsibility	Timeframe
	The City should work with New Brunswick Tomorrow to identify underrepresented communities (such as the African American community) and nominate individuals who could represent said communities to the Advisory Committee.	City of New Brunswick	Short-term
7.1.2	<i>Establish new partnerships with local organizations to diversity program participants and attendees.</i>		
	The City should work to form new partnerships with faith communities, LGBTQIA+ interest groups, and advocacy groups for people with disabilities to increase visibility and promote greater participation from special populations.	City of New Brunswick and Ciclovía Advisory Committee	Short-term/ Medium-term

7.2	Develop routes that promote a spatially equitable Ciclovía program.		
7.2.1	<i>Create a fixed downtown route and rotating list of neighborhood routes.</i>		
	Detail	Responsibility	Timeframe
	In an effort to bring Ciclovía to all neighborhoods, the City could create a fixed downtown route. The City should consult DEVCO and City Market on developing a downtown route that highlights the unique assets of New Brunswick. Additionally, the City should engage local community organizations to evaluate route designed during the workshop and/or design several additional neighborhood routes, in each ward, that can be used for future events.	City of New Brunswick and Ciclovía Advisory Committee	Medium-term

APPENDIX A

SUMMARY OF CASE STUDY RESEARCH

VTC conducted research to identify best practices from open streets programs across the United States relevant to the New Brunswick Ciclovía. The research provides insight into the organization of several city-run open streets programs. Initial research conducted by VTC identified twenty-five programs across the U.S. that have direct city involvement. From this initial list, four programs, listed in Table 1, were selected based upon city involvement, similarity to New Brunswick, and overall program success. The four programs are either city-led or

have direct financial support from the city. Each of the programs started within the past ten years, pointing to the growing popularity of open streets events. The frequency of street activations ranges from an annual street activation at Open Streets Lancaster to four Atlanta Streets Alive activations. Except for Atlanta, which has seen participation grow dramatically to about 130,000 people, event attendance ranges from 7,000 to 10,150, which is similar in scale to the New Brunswick Ciclovía (see Table 1). The open streets routes range from 1 mile to 9 miles.

Table 1: Case Study Characteristics

Program	Location	Population	Administrator	City Led?	City Funding?	Length	Location	Frequency	Initiation Year	Approx. Budget per Event	Attendance
Atlanta Streets Alive	Atlanta, GA	486,000	Atlanta Bicycle Coalition	No	Yes	3-9 miles	CBD and Residential	Two per year	2010	\$40-50,000	130,000
Eugene Sunday Street	Eugene, OR	168,916	City of Eugene	Yes	Yes	3 miles	CBD and Residential	Annual	2011	\$80,000	10,150
Open Streets Lancaster	Lancaster, PA	59,322	Lancaster Recreation Commission	Mix	Limited	1 mile	CBD and Residential	Annual	2014	\$12-13,000	7,000
Sunday Streets	Missoula, MT	73,000	Missoula in Motion	Yes	Yes	1.3 miles	CBD	Annual	2014	\$10,000	7,500

Source: Open Streets Project. Retrieved from <https://openstreetsproject.org/>

ATLANTA STREETS ALIVE

Atlanta Streets Alive is an open streets initiative founded and led by the Atlanta Bicycle Coalition in Atlanta, Georgia. The program began in 2010 by closing local roads to vehicles and allowing people to reclaim and reimagine the function and form of public streets. The program has grown tremendously - from 5,000 participants at the first event to more than 130,000 attendees at recent events. The Atlanta Bicycle Coalition (ABC), a membership-based nonprofit founded in 1991, advocates for a variety of bicycle-focused initiatives centered on healthy living and commuting. ABC is the organizer of the Atlanta Streets Alive program. On occasion, the Atlanta Streets Alive routes may also extend into neighboring suburbs. Street activations promote complete streets through temporary installments such as parklets and bike lanes. The routes change for every event allowing for opportunities to test and evaluate temporary fixes.

As of 2019, Atlanta Streets Alive hosted 25 street activation events. Businesses and organizations can sign up to be a route host or activity partner. A route host is a business located along the route path who is willing to host an activity in front of their storefront. Activity partners are organizations outside of the route area who want to host an activity that aligns with one of the program's four pillars: health, transportation options, civic pride, and living streets.

Interview Takeaways:

- » An organic, grassroots approach has been key to the program's growth and success.
- » An annual fundraiser is hosted to raise money and awareness.
- » City councilmembers have been key champions since the beginning.
- » The transit agency, MARTA, has coordinated with ABC to provide transit-related programming.
- » ABC evaluates survey responses from each event to measure whether the demographics of participants are similar to those of the neighborhood. This data is used to assist in engaging neighborhood residents through more effective marketing tailored to the neighborhood for future events.
- » Getting participants to connect the event to the concept of street activation can be challenging, as many just see it as a type of street fair.

EUGENE SUNDAY STREETS

Sunday Streets in Eugene, Oregon began in 2011. The event is organized by the City of Eugene in collaboration with the City of Eugene Transportation Planning Office and the Library, Recreation, and Cultural Services Department. Eugene Sunday Streets is now the City's largest annual event. Volunteers

are instrumental in the success of this program with an average of 150 volunteers per event. The event is funded through the City as well as several key sponsorships such as health care companies, Oregon DOT, Whole Foods, AARP, and several bicycle-related businesses and organizations. The route connects downtown and a city park via a large loop and the Whiteaker neighborhood via a small loop. The route traverses another city park; both parks are used as the main locations for activities.

Interview Takeaways:

- » Eugene Sunday Streets re-established a historic city parade that is now the kick-off event for their Sunday streets program, which shows that multiple city events can be combined into a singular event.
- » The program partners produce an annual report that documents demographics of participants, current funding levels, and future opportunities to improve the program.
- » Parks are used as secondary activity centers for places to eat, restrooms, gathering points, etc.
- » Valet bike parking (includes storage of helmets/bags) is provided to participants
- » The coordination of volunteer roles and completion of shifts is a persistent challenge.
- » Fundraising remains a challenge. The program would like to raise enough funds to hire a full-time employee dedicated to the program, allowing the City to be able to host several smaller open streets events throughout the year.

OPEN STREETS LANCASTER

Open Streets Lancaster began in 2014 in Lancaster, Pennsylvania. The program is hosted by the Lancaster Recreation Commission, which is a 501(c)(3) non-profit agency formed in 1909 by a partnership agreement between the City of Lancaster, School District of Lancaster, and Lancaster Township. Initially, the open streets program was limited to a two-block area that attracted approximately 1,000 attendees. However, the program has grown in both size and popularity, with a current route of one mile and more than 6,000 attendees participating in the 2018 program. As for sponsorships, there are five levels ranging from \$500 to \$10,000.

The open streets route connects two city parks and has a wide variety of supporting activities along the route. In past years, common activities have included fitness classes, family activities, jugglers, yoga, food trucks, music stages and dancing. Some of the unique activities include farm-based activities, a storytelling booth, origami, and obstacle courses. There are on average 100 volunteers at events, all of whom serve in specific positions defined on the program's website.

Interview Takeaways:

- » The greatest challenge is incorporating parks into event programming, as use of the parks has been low during the open streets event. Participants tend to want to stay in the street areas.
- » The City uses Survey Monkey to request feedback from community organizations that attend Open Streets Lancaster.
- » City agencies see the events as a public engagement tool to solicit feedback for planned active transportation projects (e.g. bike lanes, bike parking) and the remodeling of City parks.

SUNDAY STREETS MISSOULA

Sunday Streets in Missoula, Montana is organized by Missoula in Motion (MIM). MIM is an open streets program that promotes active living and is run by the city's Transportation Division within the Department of Development Services. This department was founded in 1997 and the open streets events began five years ago. The program aims to celebrate Missoula as a bikeable and walkable community by encouraging participants of all ages and abilities to enjoy the streets in an active-living, community-focused sense. One of the primary goals is to help residents rethink what a livable community means. The event is the grand kickoff to the city's annual Walk and Roll Week. Additionally, Sunday Streets is closely connected with two other MIM programs: One Less Car Pledge and Bikeapalooza. This program is unique in that funding comes through the city's Congestion Management Air Quality (CMAQ) funds from the Federal Highway Administration (FHWA).

Interview Takeaways:

- » Volunteers are used in place of police officers because the Police Department declined to attend events. Therefore, safety volunteers are given traffic control training prior to the event.
- » Most volunteer shifts are limited to 1.5 hours, which has been very successful. A training session is done one week prior to the event.
- » The program staff has been working to have the event co-sponsored by the city/county health department to deepen the focus on healthy living.
- » After receiving input about the purpose of the event, the staff created a presentation for elected officials to illustrate the community benefits of hosting the event.
- » Strong relationships with neighborhood associations serve as important communication and engagement tools for the program.
- » Average attendance is 7,000-9,000, which is the equivalent of about 10 percent of the city population.
- » Staff would like to host more than one event per year but need to bring in funding outside of CMAQ funds in order to do so.

KEY FINDINGS

The four case study interviews offer insight into how other open streets programs operate and remain sustainable. While no two programs are perfectly alike, the case studies provide ideas for the City , New Brunswick Tomorrow, and all Ciclovía stakeholders to consider and evaluate for use within the local context. Below is a summary of key findings pertaining to how these other programs address common challenges, provide programming, measure success, and establish sustainable funding streams:

1. Metropolitan Planning Organizations (MPOs) and state Departments of Transportation (DOT) can serve as key financial sponsors.

The Eugene and Missoula open streets programs receive significant funding through MPO and DOT programs. Eugene Sunday Streets partners with the Central Lane MPO's Smart Trips Program, which, combined with Oregon DOT funding, accounts for 50 percent of Eugene Sunday Streets funding. Sunday Streets Missoula receives more than 75 percent of its funding through Congestion Mitigation and Air Quality (CMAQ) federal funds dispersed through the Missoula area MPO.

2. Fundraising events can be opportunities to increase program funding and awareness to the local community.

The Atlanta Bicycle Coalition hosts an annual fundraising event. Portions of the raised funds benefit the Atlanta Streets Alive street activations. The event also serves to market the program to the community and build new relationships. The city of Eugene has explored the idea of hosting a similar fundraiser event.

3. Volunteers can be placed in safety roles to assist enforcement personnel and reduce costs.

All programs that were interviewed use volunteers in some form of safety role. The Missoula and Eugene programs do not use off-duty police officers, but rather volunteers to manage safety and traffic control during the event. The use of volunteers in safety roles has significantly reduced the programs' operational costs. Open Streets Lancaster uses volunteers to assist off-duty police officers when necessary.

4. Two city departments can share responsibility and coordinate resources, staff time, and marketing reach.

City run program can co-host the program between departments. The city of Eugene divides the Eugene Sunday Streets program between the Transportation Division and the Cultural Services Division. Both departments work together to plan and run the open streets events. The city of Missoula is working to co-host the event with the City/County Health Department. One of the principal reasons for this change is to allow for a greater focus on health in the event programming.

5. Community champions are crucial to establishing and maintaining an open streets program.

All programs interviewed noted the importance of finding key community champions of the program. Champions serve as a vital connector to various groups within the local community. In particular, community

champions were critical in building political support in Missoula. The city of Eugene has found its key champions within the business community.

6. Working with large employers can be a great way to recruit a strong, loyal volunteer base. The Atlanta, Lancaster, and Missoula programs all noted the value of working with large local employers to recruit large numbers of volunteers. A few employers, who provide regular volunteers, offer incentives to employees for community volunteering.

7. Public agencies and non-profit organizations can be great partners for programming fun, informative, and educational activities. Several programs have created partnerships with local public agencies to create more dynamic programming and educational opportunities during open streets events. The Atlanta program has partnered with the local transit agency, MARTA, to bring in a city bus for bike loading demonstrations. The city of Eugene works with local arts non-profits to host a variety of musicians, dance shows, and other cultural programming.

8. Year-round engagement with local businesses can help to build and maintain support and long-term relationships. The Lancaster and Eugene programs noted the importance of frequently engaging with the local business community. Both programs conduct community outreach throughout the year. The frequent engagement allows the business community to stay up to date on the open streets program. It also allows for more dialogue about the benefits of open streets programs.

9. It can be difficult to attract local college student populations to open streets programs. The Eugene, Lancaster, and Missoula programs mentioned the difficulty of involving local colleges and universities. College student attendance remains lower than one might expect for each program. Efforts such as adaptive marketing and activities tailored to young adults were implemented throughout the years but have not had a significant impact in attendance or support.

10. Incorporation of public parks into open streets routes and programming has had mixed success. The concept of incorporating parks is unique to each program. The Atlanta program does not incorporate parks as it takes away from the street activation philosophy of open streets. Lancaster tried to incorporate parks into routes as a means to change negative perceptions of the parks; however, park usage was minimal during events. The city of Eugene incorporates parks into their small, neighborhood routes as centers for secondary activities such as eating areas, restrooms, and gathering points. The city of Missoula is studying the idea of incorporating parks into future neighborhood routes, as funding becomes available.

APPENDIX B

SUMMARY OF PAST NEW BRUNSWICK CICLOVIA EVALUATIONS

Since the New Brunswick Ciclovía program's inception in 2013, there have been three evaluation reports of the program. VTC issued The New Brunswick Ciclovía 2013 Evaluation Report, funded through the TNJ Local Government Capacity Grant Program (LGCGP). VTC prepared a second evaluation report, The New Brunswick Ciclovía 2016 Evaluation Report, following the tenth New Brunswick Ciclovía. An auxiliary report, 2016 Survey of Rutgers Community and New Brunswick Residents, accompanied the 2016 report.

2013 EVALUATION REPORT

The inaugural New Brunswick Ciclovía provided an opportunity to host one of the first and largest open streets programs in New Jersey. The evaluation of the 2013 event assesses changes in perception before and after the Ciclovía; evaluates achievement of goals established for the event by the planning team/advisory committee; and presents lessons learned to make the New Brunswick Ciclovía more effective. A major objective of the evaluation was to determine whether the Ciclovía functions as an effective method for changing local residents' perceptions of New Brunswick neighborhoods. The original program goals establish the program's initial priorities as the program started (Figure 7). The New Brunswick Ciclovía 2013 Evaluation Report assessed the program's success at meeting each goal and provided a grade for each goal on a scale of 1 through 5 (where 5 indicates highest achievement of a goal).

Table 2: 2013 Ciclovía Goals and Grades

#	Goal	Grade (out of 5)
1	Launch the First Ciclovía in New Jersey Contributing to the Global Ciclovía Movement	4.5
2	Mobilize Community Members to Embrace Active Living to Increase Overall Health and Wellness	3
3	Encourage Non-Motorized Transportation as a Safe and Alternative Mode of Transportation	3
4	Promote Social Interaction and Engagement to Build Community	4.5
5	Galvanize the City's Diverse Organizations, Institutions, and Businesses to Strengthen Collective Effort around a Shared Vision and Long-Term Sustainability	3.5
6	Strengthen Appreciation of New Brunswick as a Great Place to Live and Work	4
7	Design a Route that Supports Objectives and Delivers on Principles of Ciclovía	3.5

Source: Alan M. Voorhees Transportation Center. (2013). Evaluation Report: The New Brunswick Ciclovía 2013. Retrieved from <http://newbrunswickciclovía.com/2015/06/new-brunswick-ciclovía-report-2013/>

The 2016 report provides an updated evaluation of the program following several years of significant growth. The auxiliary survey report provides findings from two focus groups and an online survey of the Rutgers University community. Between 2013 and 2016, the New Brunswick Ciclovía Advisory Committee simplified program goals. Since 2016, the New Brunswick Ciclovía made progress toward achieving the program goals. The proposed action plan incorporates several components of the 2016 goals into the plan. Figure 8 details the goals in 2016 as updated by the Ciclovía Advisory Committee. The New Brunswick Ciclovía 2016 Evaluation Report evaluated each goal but did not provide a grade for the goals.

Table 3: 2016 New Brunswick Ciclovía Goals

#	Goal
1	Establish a recognized and sustainable open streets program
2	Inspire active living to improve overall community health and wellness
3	Promote social integration and build community cohesiveness
4	Align programming with New Brunswick Health and Wellness Master Plan to galvanize partnerships
5	Ensure robust evaluation measures to determine effectiveness and inform future direction

Source: Alan M. Voorhees Transportation Center. (2016). Evaluation Report: The New Brunswick Ciclovía 2016. Retrieved from <http://njbikeped.org/portfolio/new-brunswick-ciclovía-2016-evaluation-report/>

PREVIOUS EVALUATIONS SYNTHESIS

The most relevant findings from the previous evaluation reports, documented below, provide background context of the historical successes and challenges for the New Brunswick Ciclovía.

- 1. Ciclovía is an effective way to help residents become more comfortable with active transportation.**
Approximately 92 percent of 2013 survey respondents noted feeling inspired to walk or bicycle more after attending the Ciclovía; however, nearly half of respondents reported that fear of crime or traffic affects their use of parks or streets in their neighborhood. The 2013 evaluation recommends hosting Ciclovía in specific neighborhoods to provide residents a chance to explore new areas of town.
- 2. More frequent events will promote a cultural shift to active transportation.** Input from Ciclovía partners and event participants suggests that more frequent, neighborhood Ciclovías would promote a cultural shift toward active transportation. Many interview subjects from the 2013 Advisory Committee remarked that to have a more significant impact on public health and the neighborhood environment, the Ciclovía needs to be more frequent. Respondents also indicated the city should invest in bicycle

and pedestrian infrastructure and work to encourage a cultural shift away from the car. Ninety-three percent of respondents from the 2013 survey would like to see Ciclovía held more often. The 2013 evaluation recommends several mini Ciclovías throughout the year and the creation of a “Transportation Ambassador” volunteer role.

3. Ciclovía has improved the health and wellness of attendees. Two-thirds of 2013 respondents reported participating in activity longer at Ciclovía than when they normally exercise. The 2016 evaluation indicated that there were 5,500 more pedestrians on Ciclovía day than the average Sunday. The 2013 and 2016 evaluations recommended finding more ways to keep participants physically active for longer amounts of time. To increase health awareness, the 2013 evaluation recommends the distribution of health information in a mobile or activity center-based format.

4. Physical activities are the most popular at Ciclovía. Walking was the most popular activity among 2016 survey respondents. The 2016 survey found that three out of four respondents noted walking as their favorite activity (73.4 percent), followed by bicycling (29.7 percent) and running/jogging (22.7 percent). However, the 2016 evaluation and survey report found that the most requested activities were organized sports, children’s games, food/drink vendors, and live music (Figure 9). The 2013 evaluation recommends recruiting more groups – health organizations, fitness/lifestyle companies, faith-based groups, and Rutgers student groups – to host the desired activity stations.

Table 4: Desired Activities from 2016 Outreach Methods

	2016 Survey	Rutgers Students	Rutgers Staff	Black Focus	Hispanic Focus
Organized sports	Yes	Yes		Yes	Yes
Family games	Yes		Yes	Yes	Yes
Food	Yes	Yes	Yes	Yes	
Live music	Yes	Yes	Yes	Yes	Yes
Prizes	Yes	Yes		Yes	
Access to bicycles	Yes	Yes			Yes
Activities for seniors	Yes			Yes	Yes
Rock wall	Yes	Yes			
Competitions (racing, fitness, etc.)	Yes	Yes		Yes	Yes
Learn to...(bike, skate, etc.)					Yes
Water activities		Yes		Yes	Yes
Targeted advertisements		Yes	Yes	Yes	Yes

Source: New Jersey Bicycle and Pedestrian Resource Center, 2016

5. Bicycling is a popular activity, but many people do have access to a bicycle. Bicycling has consistently ranked a popular activity; however, the 2016 survey found that one out of every three respondents reported not having access to a bicycle in their household. The 2013 evaluation recommends providing free or low-cost rental exercise equipment such as bicycles. The 2016 Hispanic focus group recommends sports and bicycle lessons be provided to participants.
6. Ciclovía has been successful at attracting New Brunswick's Latino residents. The percentage of Hispanic/Latino respondents in 2016 was 44 percent, an increase of 38.5 percent from 2013 evaluations. According to the U.S. Census Bureau⁵, approximately 53 percent of New Brunswick residents are Hispanic/Latino. Table 6 shows the demographics of survey respondents in 2013 and 2016. The 2013 evaluation recommends tailoring marketing approaches to various user segments to ensure diverse representation.

Table 5: Race and Ethnicity of New Brunswick Ciclovía Respondents, 2013 and 2016

	2013		2016		Difference	New Brunswick Only (ACS, 2015)
Black, not Hispanic	29	10.6%	45	10.8%	2.2%	13.2%
White, not Hispanic	130	47.4%	107	25.7%	-45.8%	20.9%
Asian, not Hispanic	21	7.7%	67	16.1%	110.1%	8.5%
Native American	1	0.4%	3	0.7%	97.6%	0.1%
Hispanic	87	31.8%	183	44.0%	38.5%	55.8%
Other	6	2.2%	11	2.6%	20.8%	1.0%
Totals	274	100%	416	100%	--	100%

7. Ciclovía continues to attract a younger demographic. Participants between the ages of 18-34 increased by approximately ten percent from 2013 to 2016. According to the U.S. Census Bureau⁶, the median age in New Brunswick is 23.5 years old. Several 2016 online survey respondents remarked that they thought Ciclovía was only for children. These statistics and comments show that Ciclovía is successful at attracting young participants, but there is room for improvement in attracting participants in other age groups. Both evaluations and the survey report recommend creating tailored marketing strategies for underrepresented communities.

5. 2013-2017 American Community Survey 5-Year Estimates

6. 2013-2017 American Community Survey 5-Year Estimates

8. Ciclovía has faced challenges in activating community assets along the route. The 2013 evaluation found that having the route pass by resources (e.g. local businesses and community organizations) was not enough to create interaction between the event and local organizations. Several 2013 and 2016 survey respondents stated that too many local businesses along the route were closed during the Sunday event. The 2013 evaluation recommends developing a more robust approach to encouraging businesses and institutions to participate or invest in Ciclovía.
9. Additional training would enhance the effectiveness of volunteers and police officers. Several 2013 survey respondents indicated that they witnessed several volunteers not fulfilling their duties and several police officers could have engaged more with participants. The 2013 evaluation recommends providing additional training sessions so that officers and volunteers understand the goals of Ciclovía so that they can assist participants and answer questions.
10. Ciclovía participants support city funding of the program. Approximately 95 percent of 2013 and 2016 survey respondents stated they were satisfied with the Ciclovía and that they would support continued city funding for future Ciclovías. The 2013 report recommends asking the city to cover the cost of police services.
11. In-kind donations greatly support program expenses. There is a significant amount of money and in-kind donations secured to support the event. This suggests that there are diverse resources available within the New Brunswick community to support Ciclovía. The 2013 Ciclovía reported \$16,240 in in-kind donations. In-kind donations provided in 2013 include time, materials, and equipment from the City, Rutgers University, City Market, DEVCO, New Jersey Bike & Walk Coalition, HUB Teen Center, and Kim's Bike Shop. As of 2019, in-kind donations continue to support to the Ciclovía program.
12. Ciclovía is a venue for participants to explore New Brunswick. The 2016 evaluation suggests attendees are willing to travel outside of their neighborhood to attend Ciclovía, and that the program serves as a way for residents to explore and discover their community. Approximately 38 percent of 2016 survey respondents reported visiting new areas of New Brunswick during Ciclovía. The majority of 2016 respondents (50.2 percent) discovered a new area of New Brunswick and more than 33 percent were introduced to a new store or restaurant. The 2013 evaluation recommends choosing more active and visually interesting routes.
13. Ciclovía attracts participants from neighboring municipalities. Several 2016 survey respondents not from New Brunswick expressed interest in Ciclovía coming to their town. Franklin Township in Somerset County had the highest number of such requests. The 2016 evaluation report recommends coordinating with adjacent municipalities to design a regional route.

- 14.** Rutgers University students are not aware of the Ciclovía program. The 2016 survey report found that 53 percent of Rutgers University students who completed the survey did not know that the Ciclovía program existed but would be likely to attend if they had known more about the event.

The synthesis of Ciclovía evaluations provides findings and recommendations that are most relevant to the action plan. The review of the evaluations identified program strengths and areas for improvement that need to be addressed by the city and Ciclovía partners. The key findings include:

- » Continue to enhance marketing of events, clearly communicate the program's purpose to community members and participants, and effectively target diverse demographic groups.
- » Reassess opportunities for community partnerships. Provide more, diverse activities through a range of activity partners, mobilize community organizations to pool local resources, and re-engage local businesses to create a mutually beneficial partnership.
- » Identify new, long-term funding sources, while continuing to pursue in-kind donations. Among Ciclovía attendees⁷, there is strong support for continuation and allocation of city resources to the program.
- » Consider hosting smaller, more frequent events on changing routes that incorporate parks and other community assets, while also considering how Ciclovía can serve to encourage residents to discover other parts of the city.
- » Safety and security have been successfully implemented at past events. As Ciclovía partners work to identify cost saving measures in the area of safety and security, they should carefully assess alternative approaches to ensure continued effectiveness.
- » Create new engagement techniques to raise awareness of Ciclovía for the Rutgers University community and attract students, faculty, and staff to attend.

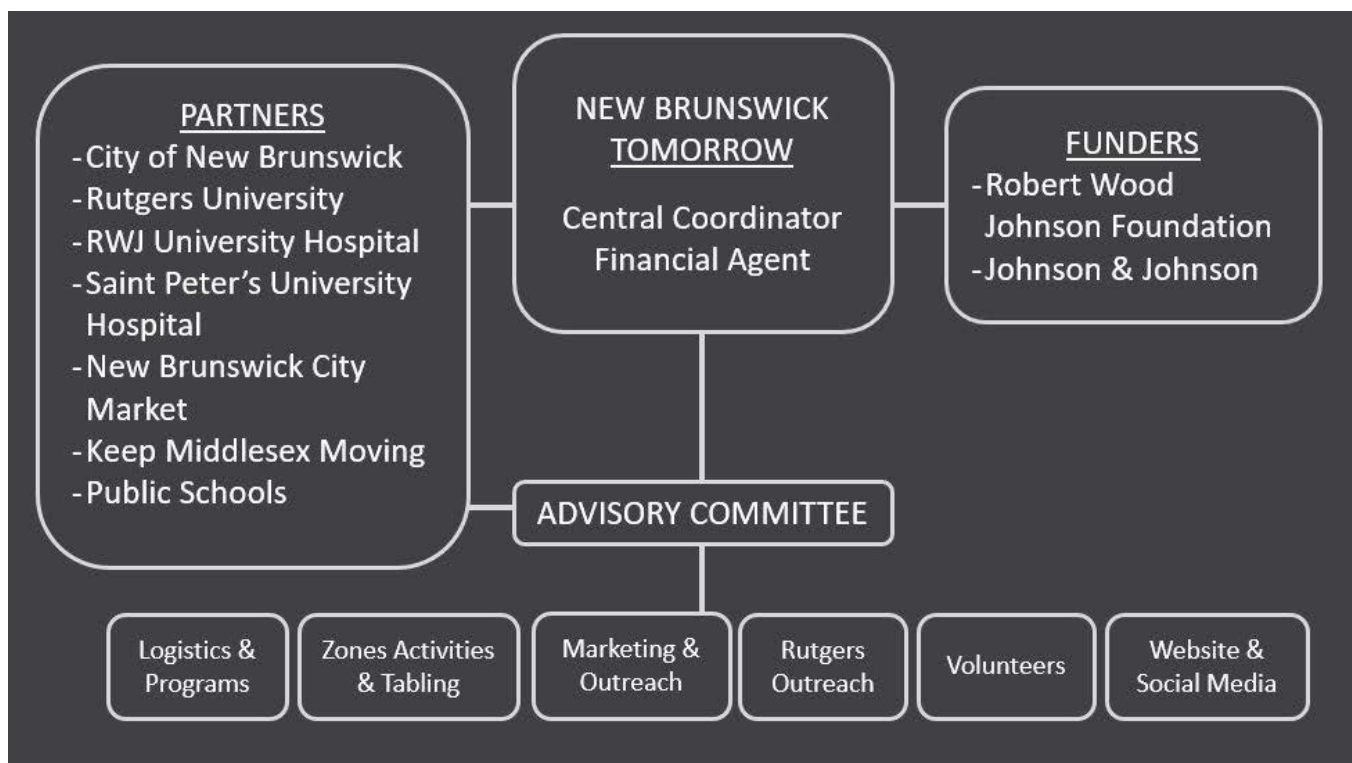
7. Ciclovía attendees who completed 2013 intercept surveys

APPENDIX C

CURRENT STATE OF THE NEW BRUNSWICK CICLOVIA

The New Brunswick Ciclovía is in its sixth year. Since 2013, more than 15 Ciclovía open streets events have taken place. The New Brunswick Ciclovía is a collaborative community program that involves multiple organizations. New Brunswick Tomorrow, a community development 501(c)(3) nonprofit organization, is the New Brunswick Ciclovía's financial agent and primary organizer. As Figure 2 illustrates, there are seven additional partners that support New Brunswick Tomorrow with the New Brunswick Ciclovía program.

Figure 2: Current New Brunswick Ciclovía Organizational Structure



Source: Alan M. Voorhees Transportation Center

CURRENT ROLES

The Ciclovía Advisory Committee consists of representatives from New Brunswick Tomorrow and the seven key partner organizations as well as community members. The committee assists with logistics, programming, marketing and outreach, and the volunteer program. The roles of each member are as follows:

- » New Brunswick Tomorrow manages the New Brunswick Ciclovía's funding (sponsorships), insurance, marketing, public outreach, partnerships, activities and programming, and volunteer program.

- » The City assists with a variety of tasks related to the Ciclovía.
 - The Mayor’s Office assists the program with necessary permitting and approvals, individual resolutions for each event, as well as coordination with the Police Department.
 - The Police Department provides off-duty police officers to manage traffic control and security/safety during events. The Police Department sends an invoice directly to New Brunswick Tomorrow for services provided.
 - The Public Works Department assists with street preparation before and after the events (including street closures). The Public Works Department sends an invoice directly to New Brunswick Tomorrow for services provided.
 - The Recreation Division assists with programming of activities during the event, such as DJs, oversees programming in a segment of the route around the Hub City Teen Center.
- » Two Robert Wood Johnson Hospital staff members assist with marketing/outreach and operations/logistics during events.
- » Saint Peter’s University Hospital provides activities support at events.
- » VTC staff oversees evaluation of the entire program and volunteers as members of the advisory committee.
- » Keep Middlesex Moving, organizes the volunteer program with oversight from New Brunswick Tomorrow.

CURRENT BUDGET

Most of the funding for the Ciclovía comprises annual grants from two funders that have contributed large amounts annually to the New Brunswick Ciclovía since 2013. Johnson & Johnson provided a \$60,000 grant annually and the Robert Wood Johnson Foundation provided a \$50,000 grant annually (Table 2). The Robert Wood Johnson Foundation funding will end at the conclusion of fiscal year July 2018-June 2019, leaving a significant budget gap.

Other revenue sources include local donations and sponsorships from RWJ Barnabas Health, LiveWell New Brunswick, New Brunswick City Center, AARP New Jersey, Right Choice Community Commitment, WellCare, LimeBike, Rebenack, Aronow, and Mascolo L.L.P., and Saint Peter’s University Hospital.

The largest program cost is police (\$60,463) comprising 56 percent of total expenses followed by logistics (\$37,447). Together these two items constitute 90.5 percent of the Ciclovía budget.

Revenues slightly exceeded expenditures, resulting in a net new revenue of \$1,768. It is important to note that local organizations provide significant planning and logistical support in-kind to the New Brunswick Ciclovía. The current roles of community organizations, listed in the previous section, is provided in-kind to the New Brunswick Ciclovía program. Additionally, all participating organizations tabling and providing an activity at the events do so in-kind.

Table 6: New Brunswick Ciclovía Budget FY 2019

Revenue	
Category	Amount
Johnson & Johnson	\$ 60,000.00
Robert Wood Johnson Foundation	\$ 50,000.00
Other (Donations, Sponsors, and Gifts)	\$XX -
Total	\$ 110,000.00

Expenses	
Category	Amount
Police	\$ 60,463.00
Logistics	\$ 37,447.00
Programming	\$ 5,180.00
Marketing	\$ 4,230.00
Outreach	\$ 912.00
Other	\$XX -
Total	\$ 108,232.00

Total Budget	
Category	Amount
Total Revenue	\$ 110,000.00
Total Expenses	\$ 108,232.00
NET Revenue	\$ 1,768.00

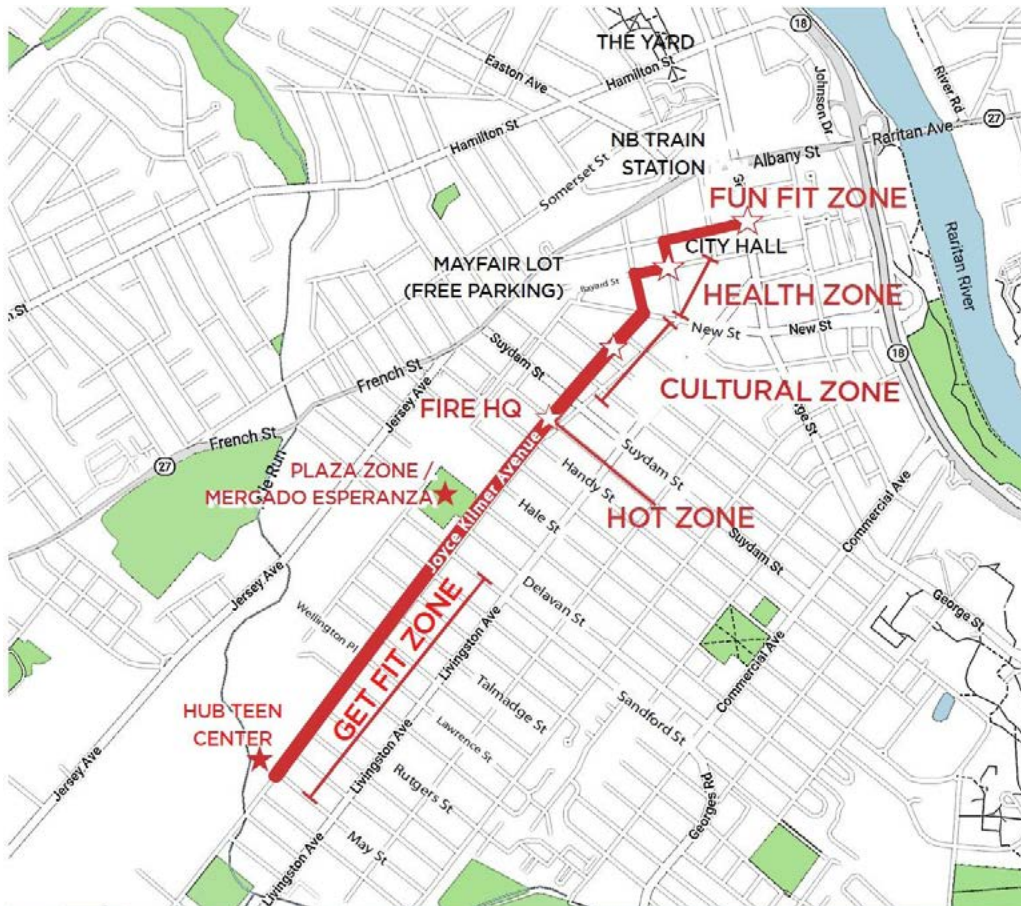
Source: New Brunswick Tomorrow

CICLOVIA ROUTE

Originally, the New Brunswick Ciclovía had a single 3-mile (one-way) route. Currently, the New Brunswick Ciclovía has two routes for its three annual Ciclovía events. The second route was created in order to bring Ciclovía to different parts of New Brunswick.

The first route is a 2.8-mile bi-directional route that uses Joyce Kilmer Avenue and connects the Hub Teen Center with George Street in downtown New Brunswick. The route is divided into several themed sections: Get Fit Zone, Plaza Zone (Mercado Esperanza), Hot Zone (Fire HQ), Cultural Zone, Health Zone, and the Fun Fit Zone. This route is used for the April and October Ciclovías (Figure 3).

Figure 3: New Brunswick Ciclovía April/October Route



Source: New Brunswick Tomorrow (n.d.). New Brunswick Ciclovía Map. Retrieved from <http://newbrunswickciclovía.com/about/>

The second route is a 2-mile bi-directional route that travels through neighborhood streets between Townsend St. and Remsen Ave. near the Unity Square Community Center, and Recreation Park at Sanford Street and Nichol Avenue. The route passes Feaster Park and the New Brunswick Community Farmers Market on Jones Avenue. This route is used primarily for the June Ciclovía (Figure 4).

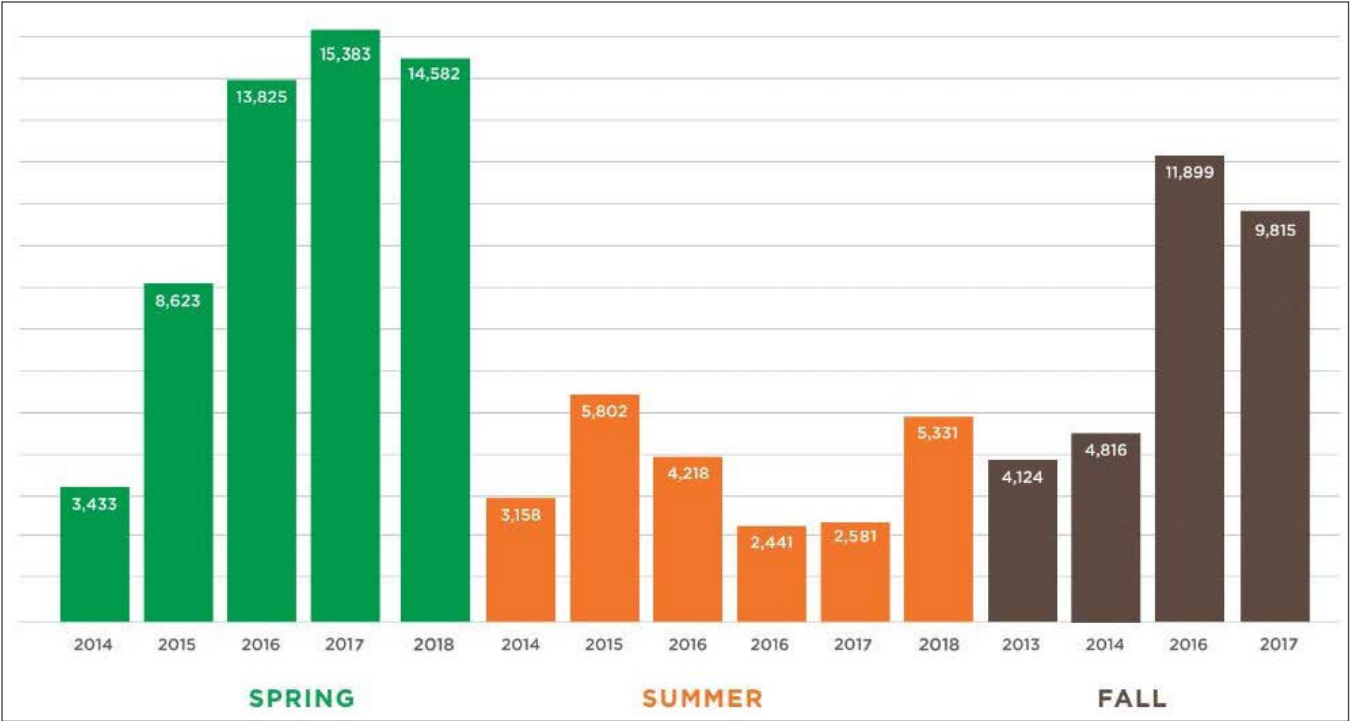
Figure 4: New Brunswick Ciclovía June Route



Source: New Brunswick Tomorrow (n.d.). New Brunswick Ciclovía June 1, 2019 Map. Retrieved from <http://newbrunswickciclovía.com/about/>

The Spring Ciclovía event is more popular than the Summer and Fall events. In general, attendance rates grew between 2014 and 2018 (Figure 5).

Figure 5: New Brunswick Ciclovía Attendance 2014-2018



Source: New Brunswick Ciclovía Attendance 2014-2018. Reprinted from “Annual Report FY 2018,” by New Brunswick Tomorrow, 2018, pg. 24.



APPENDIX D

STAKEHOLDER WORKSHOP SUMMARY AND FINDINGS

On April 4, 2019, VTC conducted a stakeholder workshop attended by representatives of the City , New Brunswick Tomorrow and other Ciclovía partners. The purpose of the stakeholder workshop was to engage existing stakeholders and advisory committee members to build consensus around the transition of the Ciclovía from a New Brunswick Tomorrow-led initiative to one led by the City .

PLANNING AND DEVELOPMENT

In the first half of the workshop, VTC staff presented findings from best practices interviews, context research from previous New Brunswick Ciclovía evaluations, and city staff interviews. In the second half of the workshop, VTC staff conducted a collective brainstorming session with attendees to envision a sustainable, city-led Ciclovía program. Through the collaborative activity, the workshop identified a collective list of essential components of a sustainable program and the most important characteristics of the New Brunswick Ciclovía.

ATTENDEES

Workshop attendees included representatives from the following organizations:

- » City of New Brunswick, Mayor's Office
- » City of New Brunswick, Department of Public Works
- » Keep Middlesex Moving (KMM)
- » New Brunswick Development Corporation (DEVCO)
- » New Brunswick Public Schools
- » New Brunswick Tomorrow
- » North Jersey Transportation Planning Authority (NJTPA)
- » Robert Wood Johnson University Hospital
- » Rutgers University, Office of Community Affairs
- » Saint Peter's University Hospital

GROUP ACTIVITY: REIMAGINE THE CICLOVIA

The second half of the workshop was the “Reimagine the Ciclovía” group activity. The purpose of the exercise was to identify what a sustainable, city-led program will look like in the future. In total, there were three groups with four participants in each group. Participants received a worksheet packet with the core components of an open streets program. The activity involved a three-step process:

Step 1 - Break-Out Activity: Workshop attendees evaluated the preliminary vision⁸, designed a conceptual plan from the core components listed in the worksheet, and identified changes that could be made during the program leadership transition. The three groups had several minutes to brainstorm ideas for each of the eight components listed in the worksheet.

Step 2 - Group Discussion: After each breakout, the VTC moderator facilitated a discussion of each group’s ideas and concepts for each core component. The moderator identified areas of consensus and disagreement throughout the discussion. As common themes and ideas emerged, VTC documented those concepts on whiteboards to provide a visual tool for what the Ciclovía could look like in the future.

Step 3 - Our Shared Vision: The VTC facilitator recapped the key, agreed-upon ideas and concepts for a sustainable Ciclovía program and acknowledged the remaining challenges. Participants had an occasion to discuss other concerns related to the New Brunswick Ciclovía but not included in the workshop agenda.



Image credit: New Jersey Bicycle and Pedestrian Resource Center

8. The preliminary vision was drafted by VTC staff through project research for presentation at the stakeholder workshop.

WORKSHOP FINDINGS

1. Overall Vision:

Based on the preliminary vision presented, do you have any suggestions for changes or revisions?

There was consensus between the three groups that the vision needs to include language about active and healthy living, an ongoing or seasonal program, and to highlight partnerships with community organizations. Other key themes included acknowledging the financial sustainability of the program, using inclusive language, and referring to Ciclovía as an initiative and not a program.

2. Activities and Programming:

Describe what types of activities and programming should be offered at the event, and who might provide those activities. Consider who would organize and oversee the activities in the context of city leadership. What logistical planning would be necessary?

All three groups agreed that one city employee should be designated as the head coordinator for Ciclovía. There was consensus that the Recreation Division would be the most appropriate division to manage the operations of the Ciclovía program. Additionally, the three groups stated that the existing activities are successful and should remain; however, there is potential to add a more diverse selection of activities that caters to a wider audience. Regarding diversity, there was strong consensus that more cultural programming to celebrate the unique diversity of New Brunswick would be a positive addition to Ciclovía. Two of the groups felt that Rutgers University and Middlesex County should be more involved with Ciclovía whereas the third group felt that partner agencies should take on a greater role with programming. Additional ideas included: programming that is geared for senior citizens, a passport booklet program, bike rentals and lessons, city agency information tables, healthy food samples, and more bathrooms, hydration stations, and charging stations.

3. Marketing:

How could the program be advertised to make sure that hard-to-reach communities are informed? How would the City leverage partnerships to support marketing and promotion? How could you engage Rutgers University to promote the program to students?

The Marketing component of the visioning exercise contained areas of consensus and areas of disagreement. The most contentious area was the idea to change the name “New Brunswick Ciclovía” to a name more inclusive of non-Latino communities within New Brunswick. At the end of the workshop, the facilitator conducted a vote (by show of hands) to determine how participants felt about changing the program name. Approximately 62 percent of workshop participants felt that the program name should change to be more inclusive of the diverse New Brunswick community. The three workshop participants who voted to keep the name as “Ciclovía” cited the extensive work already done to build brand recognition and create a successful program. The proponents for keeping the Ciclovía name

each identified as Latino and were proud of the program's Latin roots.

The concept of strengthening the social media campaign by using social media influencers or hiring a college-age individual to oversee the program's social media received strong support. There was also strong consensus on diversifying the advisory committee (LGBTQIA+ and senior representatives) to find more local champions and build a more inclusive program. The three groups also agreed that a new round of pre-event outreach would be helpful in communicating with hard-to-reach communities. Other marketing ideas presented include: a new logo and website, more program merchandise, and more communication with condo associations and religious groups.

4. **Staffing and Partner Roles:**

What are the staffing needs of running a city-led Ciclovía program? City Employees: Which department would be program administrator? What roles will other departments play? Community Partners: Describe the role of community partners in the planning, logistics, and operations of Ciclovía events. Who are the key partner organizations and what is each one's role? Are there new partnerships that should be considered?

The Staffing and Partner Roles component included consensus that there should be a point person within the city to coordinate Ciclovía. Two of the groups felt that the point person should be within the Recreation Division because Recreation already manages similar programming.⁹ The third group felt it should be an employee within the Mayor's Office because the Mayor's Office has more influence over other city departments. For the groups that recommended the Recreation Division as the key contact, they also recommended that the Mayor's Office maintain the higher level, managerial tasks of the program. Additionally, there was consensus that a separate individual should be responsible for all fundraising aspects. There was disagreement about where the fundraising/development role should be located. Some participants felt the role should be housed within city government while others believe that the role should be contracted to New Brunswick Tomorrow which has 501(c)(3) status. It was acknowledged among all groups that future grant applications might require a combined effort between New Brunswick Tomorrow and the City. Other key ideas included creating a separate marketing role and better utilizing the neighborhood captain program to help spread the word to local communities.

5. **Volunteers:**

What types of volunteer roles would be most useful to the program? How can volunteers make Ciclovía more cost effective for the city? What kind of training would they need and who could provide that training?

There was consensus among the groups that volunteers are a crucial component to the success

9. Representatives from the City's Recreation Division did not attend the stakeholder workshop. The lack of representation from the Recreation Division was identified by a workshop attendee as a concern.

of the New Brunswick Ciclovía. The workshop participants felt that the volunteer program could be revamped to provide stronger training and clearer expectations of volunteers. Additionally, many participants felt that volunteers need to engage more with event participants. One group acknowledged the high cost of off-duty police officers who provide safety and security at the New Brunswick Ciclovía. Many participants felt that existing city ordinances should be revised to allow for adult volunteers to work directly with police officers in traffic control and safety roles as a means to lower police expenses at events. Another group reiterated the importance of using volunteers for pre-event outreach as a means of reaching hard-to-reach and underrepresented populations. Finally, one group suggested working directly with Rutgers departments and local businesses to recruit adult volunteers.

6. Funding/Sponsorships:

What are the key funding streams by which the city can support the Ciclovía? How much of the budget is covered by external sponsorships and by what groups? List potential sponsorships that should be explored in greater detail.

The Funding and Sponsorships component did not contain a strong consensus around a singular idea; however, each group provided clear ideas on achieving greater financial sustainability of the New Brunswick Ciclovía. One group suggested working with the metropolitan planning organization (MPO), the North Jersey Transportation Planning Authority (NJTPA), to identify potential grant opportunities for the New Brunswick Ciclovía. Additionally, the city and/or New Brunswick Tomorrow should explore state grant opportunities such as the New Jersey Division of Highway Traffic Safety Grant, which could offset the cost of off-duty police officers. The second group recommended identifying a development role that will focus on the existing sponsorship program and maintaining strong relationships with existing sponsors. The second group also recommended searching for community-level fundraising opportunities and creating a larger merchandise program. The third group recommended targeting national brands (e.g. Lyft, Läbar, New Balance) to develop large sponsorships that will provide long-term sustainability for the New Brunswick Ciclovía.

7. Route Mapping:

Describe or draw potential Ciclovía routes. What is the preferred route? What are potential secondary routes? Are there any barriers to the routes your group proposes? How frequently would the routes be held?

The final component of the vision exercise resulted in five recommended routes with detailed reasoning for the route selection:

- » **Route #1:** A circular route with the potential to expand. The route would start at Boyd Park, follow Johnson Drive parallel to the Raritan River then cross George Street and pass through the Voorhees Mall, which would give people a chance to see Rutgers campus. The route would

continue west on Hamilton Street through a portion of the Rutgers – College Avenue Campus. From there, the route would turn left on Plum Street which will include the Robert Wood Johnson University Hospital. Then the route would follow French Street to Suydam Street cross both Joyce Kilmer Avenue and Livingston Avenue. The route would turn left at Commercial Avenue and terminate back at Boyd Park. This route would traverse a larger portion of New Brunswick and would pass by more business corridors and community organizations (Rutgers University, Robert Wood Johnson University Hospital).

- » **Route #2:** This route would follow Easton Avenue and Livingston Avenue. The route could be anchored by parks to coincide with the Mayor's initiative to push for greater activation of parks. There would be two loops: one around Buccleuch Park and another around Harvard Street. The route would go on to connect with Archibald Park, Baker Park, and the Lincoln Park area.
- » **Route #3:** This route would be a large loop that starts along Suydam Street and then follows Nichols Ave through the Rutgers – Douglass Campus to George Street. At Buccleuch Park, the route would follow College Avenue back to George Street. This route would connect parks, two Rutgers University campuses and student centers, the Central Business District, and several neighborhoods. This route requires several places for vehicular crossings.
- » **Route #4:** This route would follow Livingston Avenue and then connect to the new multi-use path in downtown New Brunswick. The route would provide space for cyclists, pedestrians and activities while also providing a great visual impact that ties both sides of New Brunswick together. Alternatively, the route could follow George Street instead of Livingston Avenue, which would connect two Rutgers University campuses and downtown New Brunswick. This route would provide greater visibility and be easy to find.
- » **Route #5:** This route would comprise of several smaller routes in different neighborhoods. It would incorporate hard street closures which are important to keep police costs low. This route adheres to the ongoing suggestion that smaller routes be developed to bring Ciclovía to all New Brunswick neighborhoods.



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