

# BICYCLE FRIENDLY BUSINESS DISTRICT IMPLEMENTATION MANUAL



THIS PROGRAM  
MADE POSSIBLE BY









# ACKNOWLEDGMENTS

This report was produced for the Los Angeles County Metropolitan Transportation Authority by Estolano LeSar Advisors and ActiveSGV. Metro collaborated with several entities to produce this report. These collaborators contributed their time and expertise to make this report possible, and Metro would like to thank these partners for their efforts:

City of South Pasadena  
City of Glendora  
San Gabriel Valley Council of Governments





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# ACRONYMS

BFBD	Bicycle Friendly Business District
BID	Business Improvement District
CMS	Center for Medicare & Medicaid Services
COG	Council of Government
GHG	Greenhouse Gas
SWITRS	Statewide Integrated Traffic Records System
TAC	Technical Advisory Committee
TIP	Transportation Improvement Program
TIMS	Transportation Injury Mapping System
VMT	Vehicle Miles Traveled





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# EXECUTIVE SUMMARY





Metro developed the Bicycle Friendly Business District (BFBD) Implementation Manual to help local governments and businesses build and sustain successful BFBD programs. It provides resources and program suggestions for local governments, community members, and business groups throughout Los Angeles County.

The manual includes fact sheets that highlight BFBD benefits, techniques to help incentivize participation, and a collection of suggested programmatic elements and activities to drive interest in the program. This guide provides step-by-step instructions, sample materials, and templates that BFBD district organizers can download, copy, and distribute to help launch their own programs. Our goal is to provide a general framework that can be tailored to your city's or organization's unique needs, timeline, and budget.

**New to BFBDs?** Read the "What is a Bicycle Friendly Business District?" fact page (pg. 10) to learn more about this program and see how it may benefit your community.

**Ready to launch a BFBD in your community?** Read more on developing partnerships (pg. 18), selecting geographic boundaries for the district (pg. 22), and developing programmatic elements (pg. 28) to start tailoring your strategy.

**Focused on promoting walking and bicycling?** Our "Market and Promotion" section (pg. 44)

provides a guide to develop brand identity, messaging, and educational materials suited to your needs.

**Want to increase walking and bicycling safety?**

Check out our "Complementary Programs" section (pg. 56) to learn about education and enforcement efforts designed to promote safe bicycling. You will also find policy recommendations and infrastructure improvements that cities can implement to encourage walking and bicycling.

**Looking to grow and sustain your program?** Our "Evaluate" (pg. 62) and "Finding Funding" (pg. 72) sections will provide you with tools and tips to effectively evaluate and manage your BFBD program.

**Bike, Walk, Shop Local, and Have Fun!**





# WHAT IS A BICYCLE FRIENDLY BUSINESS DISTRICT?

Bicycle Friendly Business Districts (BFBDs) promote, encourage, and incentivize residents and visitors to make local trips by bike, on foot, or via transit. These districts enhance services and amenities for bicyclists, pedestrians, and transit riders within business districts and commercial corridors by developing partnerships that include local governments, businesses, residents, and community groups.

For businesses, a BFBD can mean more customers, increased sales, happier employees, and more parking options for visitors. For residents, BFBDs can help create healthier, safer, and more attractive neighborhoods. For local governments, they can help reduce congestion, improve public health, and help spur economic activity.

Successful BFBD programs are built on partnerships between businesses, local governments, business organizations, and community groups.

## BFBD GOALS

- Encourage residents and visitors to make local trips by bike, on foot, and via transit
- Promote local dining and shopping
- Promote economic development in key commercial corridors
- Demonstrate the economic benefits of promoting active transportation
- Reduce demand for automobile parking in congested districts
- Improve air quality and public health indicators associated with active transportation and transit use



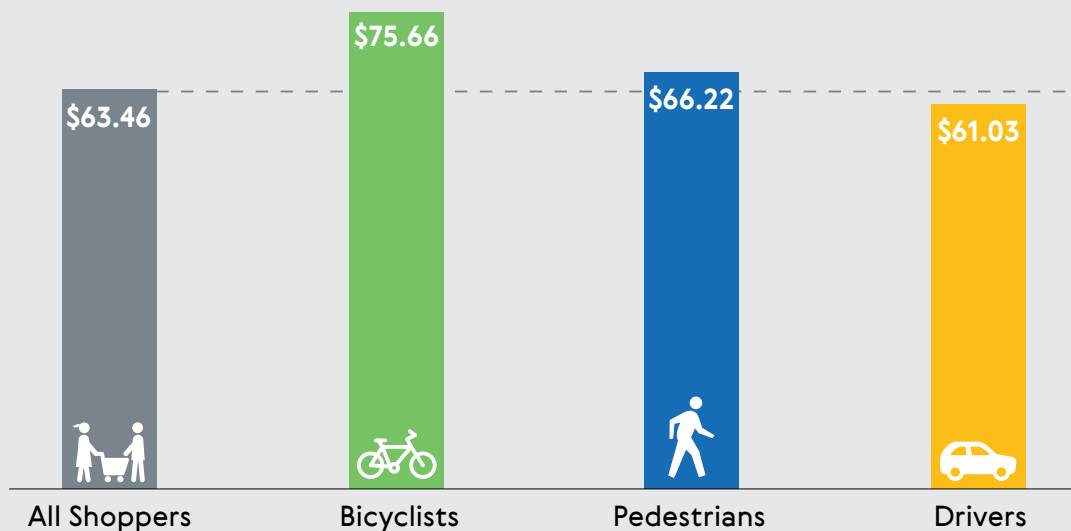
# WHY START A BICYCLE FRIENDLY BUSINESS DISTRICT?

## IT'S GOOD FOR BUSINESS

Hosting events and building programs that encourage bicyclists, pedestrians, and transit riders to frequent commercial corridors can be an important tool to drive economic activity in business corridors.

Bicyclists spend more than drivers in Portland, Oregon<sup>1</sup> and Davis, California.<sup>2</sup>

**Consumer Expenditure by Mode**



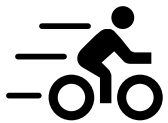
Source: Clifton, K., Muhs, C.D., Morrissey, T., and Currans K.M. (2014). "Consumer Behavior and Travel Mode: An Exploration of Restaurant, Drinking Establishment and Convenience Store Patrons." *International Journal of Sustainable Transportation*. Vol. 10 (3). Retrieved from: <<http://www.tandfonline.com/doi/abs/10.1080/15568318.2014.897404>>





## FOR HEALTHIER, HAPPIER COMMUNITIES

Encouraging bicycling in your community can provide the following benefits:



### **It's convenient**

Bicycling is a convenient way to make short trips for work, school, or play.



### **It's enjoyable**

In addition to the physical and environmental benefits of cycling, studies have shown that hopping on a bike improves mental health.<sup>4</sup>



### **It's affordable**

Studies suggest bicyclists in the U.S. save “at least \$4.6 billion a year by riding instead of driving.” It costs just \$308 per year to maintain a bike; compare that to the \$8,220 that drivers spend each year to travel by car.<sup>3</sup>



### **It's healthy**

Bicycling is good for your heart, brain, and blood vessels; it builds muscle and increases bone density; and it's easy on the joints.<sup>5</sup>



## FOR THE ENVIRONMENT

By encouraging residents to use active transportation for short trips, a BFBD encourages visitors to drive less, reducing Greenhouse Gas (GHG) emissions and vehicle miles traveled.

A typical passenger vehicle emits approximately 4.6 metric tons of carbon dioxide per year. In California, “the transportation sector remains the largest source of GHG emissions,” accounting for more than a third of the state’s GHG inventory.<sup>6</sup>

A 2015 report by the Institute for Transportation and Development Policy has found that policies emphasizing cycling may cut CO<sup>2</sup> emissions from urban passenger transport by nearly 11 percent in 2050, compared to scenarios without a strong cycling emphasis.<sup>7</sup>





# CONSTRUCT YOUR BFBD PROGRAM



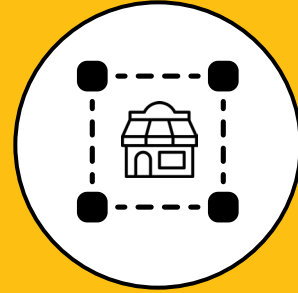




## **STEP 1:** DEVELOP PARTNERSHIPS

Identify likely partners and gauge their interest.

Work with local and regional government agencies, business organizations, and community groups in your jurisdiction to identify likely partners for your BFBD program. Start by talking to the stakeholders with whom you have relationships; try to gauge their interest in the program and get a sense of their capacity to participate.



## **STEP 2:** SELECT GEOGRAPHIC BOUNDARIES FOR THE DISTRICT

Identify an ideal location for your BFBD.

Investigate several locations that may support a BFBD and help you accomplish your goals. Start by prioritizing locations that have a significant density of commercial properties. Also identify areas where there are interested business associations and community partners, as well as a local agency and/or policymaker to guide implementation.





### **STEP 3:** **BUILD A PROGRAM**

**Create an outreach plan targeted to businesses.**

Develop a business outreach program that explains how a BFBD works, identifies the benefits of participating, outlines potential partnership structures, and explains anticipated roles and responsibilities. You should determine which events, meetings, or convenings you should attend to introduce the concept to the public. Provide this information in a variety of accessible formats, including making presentations at meetings, organizing focus groups, facilitating roundtable discussions, and/or conducting one-on-one interviews.

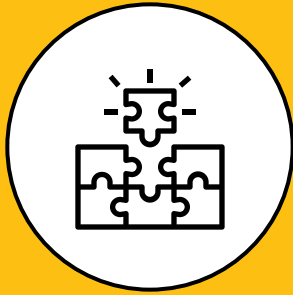


### **STEP 4:** **MARKET AND PROMOTE**

**Develop a brand identity for your BFBD.**

Work with businesses and community groups in the BFBD to develop a brand identity. This branding should reflect the area's unique character; contextualize the district within the larger community; and identify the types of activities, destinations, and amenities that customers can find within the business district.





## **STEP 5:** INVEST IN COMPLEMENTARY PROGRAMS

**Pair your BFBD with bicycle safety and encouragement initiatives.**

Once the BFBD is underway, you can support its growth and development by investing in education, enforcement, and local infrastructure improvements. These programs should promote safe cycling best practices, curb dangerous behavior, and provide safe and comfortable routes to, from, and within business districts for people on bikes. The “Finding Funding” section summarizes some of the local and regional funding sources that may support BFBDs in Los Angeles County.



## **STEP 6:** EVALUATE AND KEEP MOVING

**Identify cost-effective strategies to sustain your BFBD.**

Evaluating the success of a BFBD involves setting quantitative and qualitative metrics for success, capturing baseline data, and collecting data during the implementation phase to measure progress. Periodic evaluations will help establish best practices to grow and sustain the BFBD.







## STEP 1: DEVELOP PARTNERSHIPS





During the initial planning stages, district organizers should identify potential partners and conduct outreach to gauge interest in the program and assess organizational capacity. These partners will generally include a mix of local and regional government agencies, business organizations, and community groups.

## **DISTRICT ORGANIZERS**

The district organizer plays a central role in research, planning, stakeholder coordination, program design, and implementation. Several entities could fulfill this role, including municipal agencies (e.g., departments of transportation or economic development), business associations (e.g., chambers of commerce or business improvement districts), community groups, regional groups (e.g., councils of government), or consultants.

## **LOCAL GOVERNMENT AGENCIES**

Local government agencies are critical players in the planning, implementation, and administration of a BFBD. They will typically be responsible for implementing infrastructure improvements, adopting BFBD-supportive policies, and coordinating with district organizers during the planning and implementation stages. There should be one point of contact at the City; that person

should be responsible for coordinating with other departments, agencies, and elected officials' offices.

## **ELECTED OFFICIALS' OFFICES AND REGIONAL REPRESENTATIVES**

An elected official that supports the overall goals of the BFBD can serve as a local champion to help drive implementation of the BFBD.

## **DEPARTMENTS OF TRANSPORTATION, PUBLIC WORKS, PLANNING, AND ECONOMIC DEVELOPMENT**

These local departments are generally tasked with implementing policies and programs related to transportation, transit, active transportation, infrastructure improvements, land use, and local commerce. Depending on the composition of the jurisdiction, one of these departments may serve as the lead agency to coordinate the planning and implementation of the district. Organizers may also consider engaging environmental/sustainability coordinators and public information officers.

## **LOCAL LAW ENFORCEMENT**

District organizers should work with local law enforcement in later planning phases to develop an appropriate education and enforcement strategy to ensure that all roadway users in the district are safe.



## **BUSINESS ORGANIZATIONS**

An engaged and receptive business community is a critical component of a successful BFBD. In tandem with the outreach to local government entities, district organizers should work with the local chamber of commerce, business improvement district, or similar business association that is active locally.

Business organizations are typically charged with recruiting BFBD members and coordinating with local businesses to ensure consistent program delivery.

## **COMMUNITY GROUPS**

Local community groups will be instrumental in planning, outreach, and implementation of the district. Bicycle and pedestrian advocates, fitness and recreation groups, as well as resident and neighborhood associations can offer insights on messaging, amplify outreach efforts, and provide critical feedback during the life of the program. District organizers should ensure there is support for the BFBD from a variety of community groups and that these groups are involved in the planning process. Community groups may help shape the parameters of the program, provide feedback, and help broaden outreach.



## **ACTION ITEMS**

- Contact key government agency, elected officials, business organizations, community groups, and local non-profit stakeholders to discuss the BFBD concept and ascertain interest.
- Identify local and/or regional entities that are likely to serve a coordinating role and begin developing stakeholder outreach lists.
- Coordinate with business groups to introduce the BFBD concept, outline potential benefits for participating businesses, and highlight opportunities for partnerships with local governments and community groups.
- Schedule a kick-off meeting with business organizations to begin coordinating with the larger business community.
- Identify a district organizer, the main point of contact for the district/pilot project.







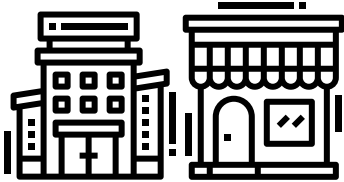
## STEP 2: SELECT GEOGRAPHIC BOUNDARIES FOR THE DISTRICT





BFBD organizers should consider several factors when determining the geographic footprint of the district, including the following:

1



## **DENSITY OF COMMERCIAL PROPERTIES**

BFBDs must be in areas with a concentration of commercial, retail, and office uses that serve local visitors and residents. District organizers may want district boundaries to overlap with existing Business Improvement District (BID) boundaries. A single BFBD corridor should set a minimum goal of 10 to 20 business partners. Larger corridors or citywide programs may have well over 100 business participants. If a single commercial corridor does not have a significant density of businesses to support a standalone district, organizers may consider establishing a citywide program. However, a citywide program would require more expansive business participation to ensure that the BFBD program maintains a profile that is significant enough to entice meaningful participation.

2

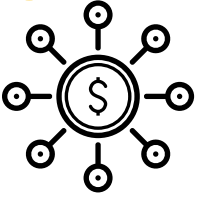


## **PRESENCE OF A SUPPORTIVE OR INTERESTED BUSINESS ASSOCIATION**

If a (BID) already exists, then the district organizers may want to have the BFBD boundaries overlap.



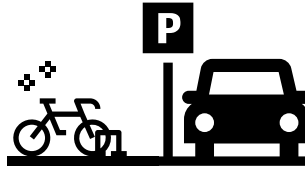
3



### **IDENTIFIED NEED TO PROMOTE LOCAL SHOPPING AND/OR TO ENHANCE THE RETAIL DISTRICT'S IDENTITY**

Commercial corridors looking to build their identity as a local shopping destination may benefit from the BFBD's focus on promoting short trips to the retail center.

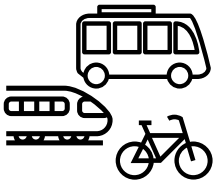
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### **ESTABLISHED NEED TO REDUCE CONGESTION AND/OR FREE UP CAR PARKING SPACES**

Congested commercial corridors with limited automobile parking may benefit from the BFBD's emphasis on promoting and incentivizing non-automotive travel to the area.

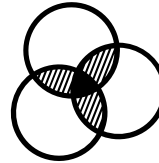
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### **EXISTING OR PLANNED IMPROVEMENTS TO LOCAL ACTIVE TRANSPORTATION AND TRANSIT NETWORKS**

Areas slated to see significant bicycle, pedestrian, and/or transit infrastructure improvements may be good candidates for a BFBD. When considering these improvements, district organizers should determine if the planned improvements help connect nearby residents to key destinations. Organizers should also consider opportunities to align the launch and implementation of the district with the installation of the improvements.

6

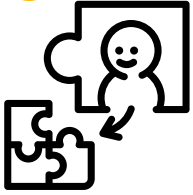


### **LOCAL AGENCY OR POLICYMAKER TO GUIDE IMPLEMENTATION**

District organizers should ensure that the jurisdictional boundaries of partnering local agencies, policymakers, and council districts overlap with the BFBD.



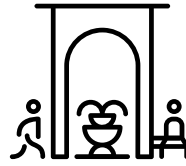
7



## PRESENCE OF ENGAGED AND INTERESTED COMMUNITY PARTNERS

Organizers should confirm that community groups' service areas align with the district's boundaries.

8



## LOCATION OF PUBLIC SPACE WITHIN OR ADJACENT TO DISTRICT

District organizers should identify public space within or adjacent to proposed BFBD boundaries. Public spaces may include parks, plazas, and other non-traditional spaces (e.g. alleyways and areas with low-traffic flow). These spaces provide opportunities for centralized meeting spaces and to host events and/or rides.

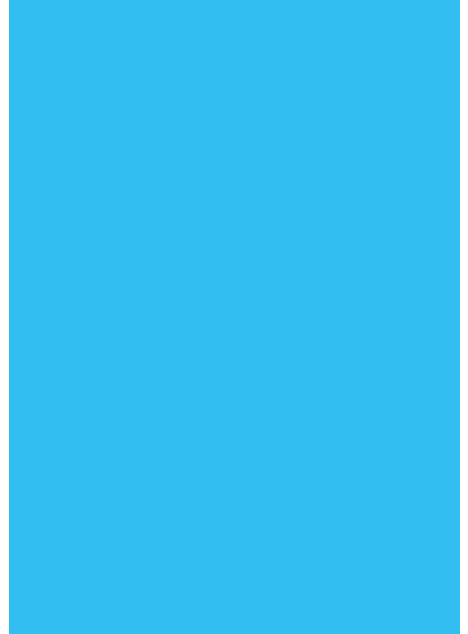




## **ACTION ITEMS**

- Define BFBD goals and anticipated outcomes.
- Conduct research to identify the appropriate geographic footprint for the district, accounting for the factors outlined in this section.
- Research planned active transportation and transit infrastructure improvements in the target jurisdiction.
- Identify the local business association(s), policymakers, local or regional agencies, and community partners who may inform the boundary selection process.
- Formulate a short pitch that explains how district organizers plan to implement the BFBD in the local context, emphasizing district goals and the potential benefits for a variety of stakeholders.
- Create a preliminary list of potential stakeholders, allies, and partners that may be involved in the planning, implementation, and administration of the district.









# STEP 3: DEVELOP THE PROGRAM



Summer Hours  
MON-TUES: 10AM - 4PM  
WED: 10AM - 4PM  
THURS: 10AM - 4PM  
FRI: 10AM - 8PM  
SAT: 10AM - 6PM  
SUN: 11AM - 3PM



KEEP CALM AND HAVE A BLOODY MARY



After conducting initial outreach and confirming stakeholder interest, district organizers should begin developing preliminary outreach materials. These documents may come in a variety of formats (e.g., two-pagers, short slideshow presentations, infographics, etc.) and should explain how a BFBD works, identify benefits for each stakeholder group, outline potential partnership structures, and explain anticipated roles and responsibilities.

District organizers should determine which events, meetings, or convenings they should attend to introduce the concept to the general public. Ideally, organizers will bring the concept to key partnership targets in a variety of easily accessible formats, including making presentations at meetings, organizing focus groups to develop concepts, and holding roundtable discussions and/or one-on-one interviews.

## MARKET POTENTIAL BENEFITS

To help garner support among the business community, district organizers may consider implementing the following outreach strategy:

### 1 IDENTIFY A LOCAL CHAMPION

District organizers should work with the local chamber of commerce or business improvement district to identify businesses that may act as local champions. These entities may include businesses that already serve the community's active

transportation community, including bicycle shops, recreation and fitness retailers, or restaurants and coffee shops.

### 2 DEVELOP INCENTIVE OPTIONS

District organizers should develop a suite of incentives, discounts, and promotions businesses may offer patrons and employees arriving by bike, on foot, or via transit. Organizers may include the incentives in the following pages.



# INCENTIVE OPTIONS



## SUPPORT LOCAL BICYCLE EDUCATION AND OUTREACH

- Implement business/company rides or riding clubs
- Share messages and notices on social media
- Post flyers about upcoming events and workshops



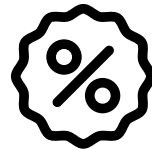
## ADVERTISE PROGRAM PARTICIPATION

- Display a BFBD window cling or poster
- Participate in a local bike-friendly community event



## BASIC AMENITIES

- Free water
- Free wifi
- Use of restroom
- Seating in-store or storefront
- Bicycle tools, floor pump



## DISCOUNTS ON PURCHASES

- 10-20% off purchases and services (this can be restricted to specific items or entire purchases)
- 10-20% off purchases and services during a specific day (e.g., “Bike Saturdays”)
- Up to 50% off a specific item when paired with another purchase (e.g., 50% off pastry with coffee purchase)





## GIVEAWAYS

- Free item or service with purchase
- Sponsorship or donated items to active transportation community events (e.g., Bike to Work Day, open streets events, etc.)



## PUBLIC BICYCLE ACCOMMODATIONS

- Outdoor bicycle parking
- Secure indoor bicycle parking
- Bicycle valet parking
- Bicycles allowed in-store
- Bicycle deliveries
- Bicycle repair stations



## EMPLOYEE BICYCLE ACCOMMODATIONS

- Outdoor bicycle parking
- Secure indoor bicycle parking
- Bicycle valet parking
- Bicycle commuter benefits (e.g., [parking cash out](#))
- Company riding clubs
- Company bike rides





### 3 DEVELOP INFORMATION PACKETS

District organizers may want to create information packets for businesses explaining the potential benefits and program structure. The packet can be derived from the initial outreach materials and can be adapted so that it is available in print and online.

### 4 DOOR-TO-DOOR CANVASSING

Working with the BFBD's local business champion, district organizers should plan on conducting door-to-door canvassing within the district to begin recruitment. The purpose of this initial meeting with business owners is to introduce the concept, answer questions, and establish a follow-up timeline. When organizers follow-up with interested businesses, they may discuss what a formal commitment from the business will mean, including promotional items or incentives the business may offer, and the participation timeframe (usually at least one year).

### 5 EXECUTE AGREEMENTS

District organizers should develop a standard agreement for participating businesses. For those businesses that have committed to participating in the program, organizers should execute agreements that identify program options, incentives, benefits, and terms of participation. Entering into an agreement with the district organizer should be mandatory for participants.

### 6 DEFINE PROGRAMMATIC ELEMENTS

District organizers should work with registered businesses to develop program events and define special program launch specials, incentives, and prizes that highlight participating businesses.



## Potential Programmatic Elements Checklist:

- Start a walking club
- Hold community bike rides, with stops at local retailers and eateries
- Offer recurring discount days (e.g., “Bike Saturdays”)
- Hold annual bicycling events (e.g., National Bike Month, Bike to Work Day)
- Offer cargo bike and e-bike demonstrations
- Offer bike share demonstrations
- Hold city cycling and basic bike repair workshops
- Provide bicycle valets at local community events (e.g., farmer’s markets)
- Organize a district event/block party featuring local retailers, dining establishments, employers, and community-based groups
- Offer a passport-based raffle (where participants get a raffle ticket for every business visited)
- Offer workplace wellness prizes (e.g., employees who commute by bike, on foot, or by transit are entered to win monthly prizes)
- Offer annual certificates and awards for participating bicycle friendly businesses
- Provide public space for small group gatherings
- Hold bicycle and pedestrian safety education workshops
- Launch a promotional campaign to “Walk, Ride, Roll to Downtown” emphasizing shopping, dining and meeting neighbors



## **ACTION ITEMS**

- Engage local businesses by identifying a local business champion who can facilitate connections within the business community and conduct door-to-door canvassing within the district to begin recruitment.
- Develop an information packet/outreach materials for businesses explaining the potential benefits and program structure (i.e., two-pagers, presentations, window clings).
- Execute agreements with participating businesses that identify program options, incentives, benefits, and terms of participation.
- Develop programmatic elements to highlight participating businesses and attract customers, such as community bike rides and recurring discount days (e.g., “Bike Saturdays”).









# 2-PAGER SAMPLE GLENDORA

1



#BIKEGLENDORA



## WHAT IS A BIKE-FRIENDLY BUSINESS DISTRICT (BFBD)?

Bicycle Friendly Business Districts (BFBDs) promote, encourage, and incentivize residents and visitors to make local trips by bike, on foot, or via transit. These districts enhance services and amenities for cyclists, walkers, and transit riders within business districts and commercial corridors by developing partnerships that include local governments, businesses, residents, and community groups. For residents, a BFBD can mean additional incentives and bike parking for riding your bike to the store!

THIS PROGRAM  
MADE POSSIBLE BY



## HOW DO I BENEFIT?

Integrating physical activity into your everyday schedule has physical and mental health benefits, reduces pollution associated with the use of fossil fuels, and saves on costs related with the use of an automobile.

## TOP 5 REASONS TO RIDE



### It's convenient

Cycling is a convenient way to make short trips for work, school, or play.



### It's affordable

It costs just \$308 per year to maintain your bike; compare that to the \$8,220 that drivers spend each year to travel by car.



### It's enjoyable

Studies have shown that hopping on your bike improves mental health.



### It's healthy

Cycling is good for your heart, brain, and blood vessels; it builds muscle and increases bone density; and it's easy on the joints.



### It's sustainable

Making more trips by bike (or on foot) can help reduce vehicle emissions by up to 15%, improving the air we all breathe.





**WHERE IS IT LOCATED?**

The Glendora Bicycle Friendly Business District encompasses the Glendora Village and Historic Route 66 between Grand Avenue and Hunters Trail.



**HOW CAN I PARTICIPATE?**

Ride a bike to local stores or to work! For specific information about program incentives, activities, and events go to [bikefriendlysgv.com](http://bikefriendlysgv.com)

**PARTICIPATING BUSINESSES**



**BICYCLE CENTRAL**  
*Enjoy the Ride*



**FOR MORE INFORMATION:**

Contact  
Justine Garcia  
Transportation Programs Analyst  
City of Glendora  
[transportation@cityofglendora.org](mailto:transportation@cityofglendora.org)  
626-852-4846

**BIKEFRIENDLYSGV.COM**



# 2-PAGER SAMPLE SOUTH PASADENA

1



#BIKESOUTHPASADENA



Image from Richard Risemberg: crowtreebooks.com

## WHAT IS A BIKE-FRIENDLY BUSINESS DISTRICT (BFBD)?

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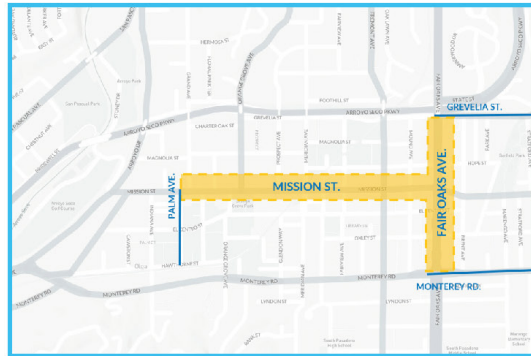
### It's sustainable

Making more trips by bike (or on foot) can help reduce vehicle emissions by up to 15%, improving the air we all breathe.



**WHERE IS IT LOCATED?**

The district includes businesses on Mission Street from Palm Avenue to Fair Oaks Avenue, and runs along Fair Oaks Avenue between Monterey Road and Grevelia Street.



**HOW CAN I PARTICIPATE?**

Ride a bike to local stores or to work! For specific information about program incentives, activities, and events go to [bikefriendlysgv.com](http://bikefriendlysgv.com).

**PARTICIPATING BUSINESSES**



10% OFF DURING NOVEMBER



15% OFF ALL EYEWEAR  
(except contacts)



**FOR MORE INFORMATION:**

Contact  
Margaret Lin  
Principal Management Analyst  
City of South Pasadena  
[MLin@SouthPasadenaCA.gov](mailto:MLin@SouthPasadenaCA.gov)  
626-403-7236

**BIKEFRIENDLYSGV.COM**





# MEMORANDUM OF UNDERSTANDING SAMPLE

1

Bicycle Friendly Business District Pilot Program MOU

## MEMORANDUM OF UNDERSTANDING BETWEEN [BUSINESS NAME], ESTOLANO LESAR ADVISORS, AND BIKE SAN GABRIEL VALLEY

This Memorandum of Understanding, while not a legally binding document, does indicate a voluntary agreement to assist in the implementation of a Bicycle Friendly Business District pilot project (“BFBD Pilot”). The agreement is between Estolano LeSar Advisors and Bike San Gabriel Valley (the “Consultant Team”) as well as [INSERT BUSINESS NAME] (the “Participating Business”). It generally defines the overall program goals and describes the collaborative nature of the BFBD Pilot and relationship between the Consultant Team and the Participating Business.

**1. Parties.** This Memorandum of Understanding (the “MOU”) is made and entered into by and between the [INSERT BUSINESS NAME] (“Participating Business”), whose address is [INSERT STREET ADDRESS, CITY, STATE, ZIP CODE], as well as Estolano LeSar Advisors (“Consultant Team”), whose street address is 448 S. Hill St., Ste. 618, Los Angeles, CA 90013, and Bike San Gabriel Valley (“Consultant Team”), whose address is \_\_\_\_\_ 10900 Mulhall St, El Monte, CA 91731.

**2. Purpose.** The purpose of this MOU is to establish the terms and conditions under which the Consultant Team and the Participating Business will coordinate and collaborate to implement the BFBD Pilot project.

The Los Angeles County Metropolitan Transportation Authority (“Metro”), in collaboration with the cities of South Pasadena and Glendora (“Cities”), as well as the San Gabriel Valley Council of Governments have launched a BFBD Pilot program. Metro secured Estolano LeSar Advisors and Bike San Gabriel Valley to coordinate the implementation of the pilot project.

The Districts are intended to promote, encourage, and incentivize residents and visitors to make local trips by bike, on foot, or via transit. These districts enhance services and amenities for cyclists, walkers, and transit riders within business districts and commercial corridors by developing partnerships that include local governments, businesses, residents, and community groups.

Successful BFBD programs are built on partnerships between businesses, local governments, business organizations, and community groups.

1



This MOU explains how the Consultant Team and Participating Businesses will work together to implement the BFBD Pilot projects in South Pasadena and Glendora, laying out anticipated roles for each party.

**3. Term of MOU.** This MOU is effective upon the day and date last signed and executed by the duly authorized representatives of the parties to this MOU and shall remain in full force and effect for not longer than one year. This MOU may be terminated, without cause, by either party upon 30 days written notice, which notice shall be delivered by email (sent to [richard@estolanolesar.com](mailto:richard@estolanolesar.com)), by hand, or by certified mail to 448 S. Hill Street, Ste. 618, Los Angeles, CA 90013.

**4. Responsibilities of Consultant Team.** The Consultant Team is generally responsible for the following:

- Providing businesses with program information and updates
- Developing BFDB Pilot marketing materials and highlighting Participating Businesses, if appropriate, on BFBD Pilot platforms (e.g., website and printed media)
- Marketing BFBD Pilot program events, including updating the project website, promoting Participating Businesses on the website, highlighting upcoming events, and coordinating with Metro to post marketing materials on the agency's social media accounts
- Coordinating with businesses to facilitate events, including coordinating event logistics
- Working with Cities and Participating Businesses to request bike racks (note that Cities are ultimately responsible for siting bike racks based on local regulations)
- Coordinating bicycle education and outreach interventions
- Collecting and disseminating program data (any data from the Participating Business will be anonymized and will only be made publicly available with Participating Business' consent)



5. **Responsibilities of Participating Business.** The Participating Business is asked to display a BFBD window cling or sticker at their site and commit to at least (1) of the following engagement activities listed below. Please select the appropriate option(s) below:

- Provide bicycle accommodations
  - Outdoor bicycle parking
  - Secure indoor bike parking
  - Bike valet parking
  - Bicycles allowed inside
  - Bicycle deliveries
  - Bicycle tools
  - Free water
  - Free wi-fi
  - Public restroom available

Participate in 'Bike Saturdays' - offer discounts on purchases or giveaways to people who bike to the business on Saturdays (e.g., 10% off; free item or service with purchase)

Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





**6. Signatures.** In witness whereof, the parties to this MOU through their duly authorized representatives have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU.

The effective date of this MOU is the date of the signature last affixed to this page.

**Consultant Team**

---

Richard France, Principal, Estolano LeSar Advisors	Date
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Wesley Reutimann, Executive Director, Bike San Gabriel Valley	Date
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**Participating Business**

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[Name and Title]	Date
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[Name and Title]	Date
------------------	------





INFORMATION



# STEP 4: MARKET AND PROMOTE





## DEVELOPING A BRAND AND VISUAL IDENTITY

The branding for a BFBD should reflect the area's unique character; contextualize the district within the larger community; and identify the types of activities, destinations, and amenities that you may find within the business district.

### KEY CONSIDERATIONS

When developing the brand identity, district organizers should consider the following:

#### Who is sponsoring and/or supporting the district?

Entities sponsoring the district (e.g., local governments, business improvement districts, etc.) may require the district's marketing to reflect the sponsoring organization's existing brand identity.

#### Does the district already possess a strong brand identity?

The BFBD may already be associated with a community, neighborhood, or commercial corridor that has an established brand identity. If this is the case, then the district's brand identity should reflect the strongest elements of the existing brand.

#### What audiences will this brand be targeting?

District organizers should work with stakeholders to determine key audiences. They may include nearby residents, casual cyclists, recreational

cyclists, transit riders, shoppers, diners, major employers, and employees. The brand should be made adaptable so that it can speak to a variety of audiences.



Businesses in the South Pasadena and Glendora BFBDs in South Pasadena and Glendora used a window decal to identify themselves as bike friendly. The decals included the BFBD website link and hashtag.

#### What are the key visual icons, amenities, and activities that take place (or will take place) in the district?

District branding should incorporate distinctive elements of the commercial corridor such as landmarks and making it clear that the district is a welcoming and inviting place for people who ride bikes.





## **ACTION ITEMS - DEVELOPING A BRAND IDENTITY**

- Identify key marketing and communications stakeholders in the community, including sponsors and potential partners (e.g., municipal governments, business improvement districts, community benefits districts, neighborhood associations, community-based organizations, etc.).
- Meet with key stakeholders to discuss existing brands, community icons, local amenities, and target audiences that will help shape the district's brand identity.
- Exchange relevant graphics files (e.g., logos, fonts, collateral, etc.) for existing brand identities that may be incorporated into the district brand.
- Develop draft elements of the brand identity, including color palettes, icons, fonts, and logos to be submitted to the group for feedback.
- Provide an overview of anticipated graphic elements and formats based on target audiences (e.g., posters, flyers, postcards/mailers, door hangs, window clings, web ads, etc.).
- Refine materials and deliver final branding elements (e.g., logos, icons, fonts, color palette).



# Branding for Go Human Tactical Urbanism Events

## Sierra Avenue Commercial Corridor, Fontana

**Fontana Arts Festival**

**Saturday, July 30, 2016**  
sábado, 30 de julio de 2016  
5pm – 10pm

**Fontana's Sunset on Sierra**

Meet us at Sunset on Sierra to experience the streets of Fontana completely car-free. Enjoy art, music and more at the Fontana Arts Festival as you bike, walk, skate or play along Sierra and surrounding streets.

Reúnase con nosotros en Sunset on Sierra para experimentar las calles de Fontana completamente libres de carros. Disfrute de arte, música y más en el Festival de Artes de Fontana mientras se divierte paseando por Sierra y las calles circundantes en bicicleta, a pie o en patines.

Fontana California  
GoHuman  
@GoHumanSoCal.org

Presented by the City of Fontana and Go Human  
Presentado por la ciudad de Fontana y Go Human

**Event Route**  
Ruta del Evento

**Safety Improvements**  
Mejoras para la Seguridad

**Metrolink**

**Pacific Electric Bike Trail**  
Camino para Bicicletas

**Arts Festival**  
Festival de las Artes

**Complete Streets Demo**  
Calles Completas de Demo

Seville Ave  
Spring St  
Arrow Blvd  
Valencia Ave  
Orange Way  
Santa Fe Park  
Ceres Ave

Sierra Ave

Lerner Ln  
Miller Park  
Whittier Ave  
Neaport Ave  
Ernesto Ave  
Merrill Ave

Fontana Metrolink

**Join us for a car-free day on Sierra and the Fontana Arts Festival**

See Fontana's streets in a new way, full of people biking, walking, skateboarding, and celebrating art. On July 30, connect to Sierra on foot or bike, on the Pacific Electric Trail or Metrolink train, and experience the future of Fontana's streets.

For more information contact  
[mreza@fontana.org](mailto:mreza@fontana.org) | 909-350-7607

**Háganos compañía para un día libre de carros en Sierra y el Festival de Artes de Fontana**

Conozca las calles de Fontana de una manera nueva, llena de gente en bicicleta, a pie, en patineta, y celebre el arte. El día 30 de julio, acuda a Sierra a pie o en bicicleta, en el Pacific Electric Trail o el tren de Metrolink, y experimente el futuro de las calles de Fontana.

Para más información contacte  
[mreza@fontana.org](mailto:mreza@fontana.org) | 909-350-7607

[f](#) [t](#) [+1](#) /GoHumanSoCal [GoHumanSoCal.org/Events](http://GoHumanSoCal.org/Events)

gohuman  
Fontana California  
City of Fontana  
SANBAG

## San Pablo Commercial Corridor, Palm Desert

**Saturday, May 7, 2016**  
sábado, 7 de mayo de 2016  
10am–9pm

**VISION San Pablo**

Step into the future of Palm Desert at Vision San Pablo. Experience a new vision for downtown Palm Desert with a preview of proposed changes to San Pablo Avenue, accompanied by food vendors, family-friendly activities, and live music. Free and open to all!

Experimente una nueva visión para el centro de Palm Desert con un anticipo de los cambios propuestos para la Avenida San Pablo. Habrá vendedores de comida, actividades para la familia, y música en vivo. ¡Gratis y abierto a todos!

Palm Desert  
GoHuman  
@GoHumanSoCal.org

Presented by the City of Palm Desert and Go Human  
Presentado por la Ciudad de Palm Desert y Go Human

**Event Route**  
Ruta del Evento

**Safety Improvements**  
Mejoras para la Seguridad

**Activity Hub**  
Área de Actividades

Catalina Way  
San Pablo Ave  
De Anza Way  
Alessandro Dr

San Rafael Ave  
Los Palmas Ave  
San Geronimo Way  
Palm Desert Dr N

**See a New San Pablo Avenue**

Vision San Pablo invites you to shop, eat, enjoy live music, and discover a reimagined streetscape that inspires people to walk, bike, and explore our vibrant community.

**Promenade Hours: 10am–9pm | Live Music: 7:30pm–9pm**  
The San Pablo installation will be active from May 2nd–May 13th.

For more information please call Eric Ceja, Community Development Department at 760-776-6384

**Vea una nueva Avenida San Pablo**

Vision San Pablo invita a todos a hacer compras, comer, disfrutar de música en vivo, y descubrir un paisaje urbano renovado que inspira a más gente a caminar, andar en bicicleta y explorar nuestra comunidad vibrante.

**Horas de paseo: 10am–9pm | Música en vivo: 7:30pm–9pm**  
La instalación de San Pablo estará activa del 2 de mayo al 13 de mayo.

Para más información llame a Eric Ceja, Departamento de Desarrollo Comunitario al 760-776-6384

gohuman  
50th Anniversary  
FIRST WEEKEND  
Palm Desert

[GoHumanSoCal.org/VisionSanPablo](http://GoHumanSoCal.org/VisionSanPablo) [f](#) [t](#) /GoHumanSoCal

## DEVELOPING MESSAGING AND EDUCATION MATERIALS

After district organizers create the brand identity, the team will need to develop messaging and education materials in a variety of formats that can be deployed on different platforms. The materials may cover the following topics:

### BACKGROUND INFORMATION

Materials should explain what a BFBD is, how residents and businesses can participate, and the overall benefits the district will provide.

These messages should be tailored to specific audiences. For example, any web-based materials should have messaging tailored to residents and visitors, employers, and businesses. For residents and visitors, it will be important to highlight participating businesses, the incentives those businesses are offering, and information about bicycle infrastructure to help district visitors safely navigate the area by bike. For businesses, it will be important to identify the benefits of participating, other businesses that are part of the program, and clearly define roles and expectations.

### EVENT INFORMATION

If the BFBD will host events to drive turnout and increase awareness, then stakeholders

should develop an event guide that explains the following:

(1) an overview of the BFBD concept; (2) programmatic elements, including a schedule, incentives offered, and programming; (3) key sponsors, partners, and contributors; and (4) bicycle infrastructure and links to transit.

### ACCESSING THE DISTRICT

Materials should highlight opportunities for residents, visitors, and employees to access the district by taking advantage of the active transportation network or by using transit.

This includes highlighting local bicycle infrastructure, bicycle routes appropriate for beginner or intermediate rides, safe walking routes, and major transit stops.

### EDUCATION AND SAFETY MESSAGING

Materials should include bicycle education and safety messaging, including basic rules of the road and a multi-modal etiquette guide, as well as messaging to highlight the benefits of using active transportation for short trips.

The rules of the road material should include need-to-know information related to statewide and local bicycle safety laws. Multi-modal etiquette





guides should offer messaging targeted at drivers, bicyclists, and pedestrians navigating the district, downtown/city streets, and/or connecting to transit. This should include messaging that encourages road users to obey safety rules, as well as materials that remind bicyclists to walk their bikes on sidewalks and yield the right-of-way to pedestrians.

## KEY CONSIDERATIONS

When developing materials, district organizers should consider the following messaging goals:

### Encouraging Active Transportation and Transit for Short Journeys

A key component of the messaging materials should highlight the benefits of walking, biking, or using transit for short trips.

For residents and visitors who may consider traveling by car to get to the district, these materials should relay messages that encourage residents to try active transportation. [SCAG's Go Human campaign](#) market testing found that the health benefits of riding a bike as a form of transportation resonate more than any other benefit of bicycling with Southern California residents, followed by financial savings and fun. Given the nexus between these benefits and a local BFBD program, project messaging, presentations, and materials should highlight these market-tested reasons to use active transportation for short trips.

**Marketing can be used to highlight local bicycle infrastructure, bicycle parking locations, bicycle and pedestrian networks, and transit opportunities.**

These interventions may include upgrading local bicycle infrastructure, installing additional bike parking, closing gaps in the local bicycle and pedestrian network, and offering free or reduced cost transit passes.

## EDUCATION

In addition to bicycle education and safety messaging, marketing materials must relay important information about the BFBD concept, how it will be implemented, and how residents and businesses can take part (see the “Background Information” section for more detail).

## ECONOMIC DEVELOPMENT

**Messaging materials should highlight the economic benefits of becoming a participant in the program.**

For local retailers, it is important to highlight that encouraging bicycle and pedestrian activity can be great for business, citing research and case studies from a variety of sources (see page 104). The materials should also highlight local destinations and amenities, and, where relevant, promote a schedule of events.



## **ACTION ITEMS - DEVELOPING MESSAGING & EDUCATION MATERIALS**

- Identify key stakeholders who are knowledgeable about the local commercial corridor and the surrounding community to review materials and provide feedback. This group may include local business owners, city staff, Metro and/or transit agency staff, area residents, and locally-based bicycle and pedestrian advocacy organizations.
- Survey the group to identify messaging that is likely to resonate with target audiences. Share initial messaging concepts with the group to identify the best options to reach community members (e.g., door hangers, mailers, flyers & pamphlets distributed to local schools, presentations at local meetings, etc.).
- Work with the local jurisdiction and/or transportation agency to obtain current information on bicycle infrastructure in and around the district (focusing on a 1- to 3-mile area surrounding the commercial corridor).
- Develop a calendar of existing community events where district organizers can make presentations and/or distribute materials to key stakeholders.
- Based on feedback, draft preliminary text that includes background information, event information, options to access the district, as well as education and safety messaging.
- Refine materials and adapt graphics and text to suit the appropriate formats (e.g., web-based platforms, social media, posters, flyers, pamphlets, mailers, window clings, etc.).
- Conduct the final round of review with local stakeholders.
- Finalize messaging language and graphic elements.
- Set timelines to launch district web and social media platforms (or announce the district via established web and social media platforms) and distribute printed materials.
- Develop marketing and promotion calendars for events, noting timing for development and release of promotional materials.



## DEPLOYING MARKETING MATERIALS FOR KEY AUDIENCES

To effectively deploy marketing materials and reach diverse audiences, district organizers must identify target groups, assess opportunities to reach those individuals, and deploy materials in a manner that engages constituents and invites them to learn more about the district or participate in district activities.

### KEY CONSIDERATIONS

When developing an outreach strategy, district organizers should consider the following:

#### What are the best methods to reach key audiences?

**This will likely involve a range of engagement and outreach activities throughout the life of the district.**

To reach local businesses during the planning and recruitment phases, organizers may consider using some (or all) of the following techniques:

- Attending local chamber of commerce and/or business improvement district meetings
- Direct outreach to businesses in the district
- Sending mailers to business owners

To conduct outreach to area residents, organizers may consider using the following methods:

- Attending community events to distribute materials
- Door hangers
- Direct mail to area residents (within a 1- to 3-mile radius of the district)
- Posters and flyers
- Inclusion in local publications (e.g., magazines, community newsletters, event calendars, etc.)
- Distributing materials to local schools
- Leveraging partners' established social media networks to share event information, available discounts, and a directory of participating businesses
- Collaborating with local bicycle advocacy groups and other community organizations

Outreach materials should direct audiences to a central resource (i.e., a web page, website, and/or key contact person) that provides more detailed information, provides an opportunity for residents or businesses to participate in district activities, to host bicycle safety and education workshops and pedestrian safety classes, and allows individuals to ask questions or share concerns.





## How can we engage community partners to broaden our reach?

Local partners will be critical players to help spread the word and raise awareness of the district. District organizers should engage stakeholders involved in the planning and development process to assess which groups will be willing to act as outreach partners.

These partners may enhance outreach efforts by allowing district organizers to present the concept during community meetings; placing marketing and promotion materials in newsletters, mailers, publications, websites, social media platforms and other outreach channels used by the partner; and/or providing space at an event where district organizers can share information about the program.

A key aspect of engaging community partners will include leveraging their existing social media platforms. District organizers should ask stakeholders (including businesses, local governments, local agencies, community groups, and local influencers) if they would be willing to share information about the district via their established social media platforms. Tweets, posts, and photo captions should direct followers to resources where they can get more information about programmatic events, signing up to become a business partner, and/or engaging with the program as a community organization.



## **ACTION ITEMS - DEPLOYING MARKETING MATERIALS FOR KEY AUDIENCES**

- Engage with local stakeholders who are knowledgeable about the local commercial corridor and the surrounding community to identify key publications, newsletters, mailers, websites, and social media platforms to help raise awareness and increase participation.
- Develop a calendar of publication dates and submittal deadlines to ensure that marketing material can be included in partners' communication tools.
- Set an overall timeline to coordinate the launch of web and printed media tools, including developing a calendar for ongoing outreach to engage existing participants and recruit new audiences.
- Develop marketing schedules for events, if applicable.



# Event Marketing Schedule Template

## EVENT MARKETING SCHEDULE

### **Initial partner coordination:** *12-16 weeks before event*

- Determine local media partners, ex: local newspapers or blogs
- Determine local media outlets: ex: city-run social media & email blasts or newsletters
- Determine local printer to work with on printed materials

### **Draft marketing materials:** *8-16 weeks before event*

- Draft event description for web & printed materials
- Draft logo and event flyer
- Event map

### **Follow-up partner coordination:** *minimum of 10-12 weeks before event*

- Stakeholders give feedback on draft marketing materials

### **Outreach phase I:** *minimum of 10-12 weeks before event*

- Print flyers, post info to social media and website
- Setup Facebook events
- Place ads for events
- Begin weekly social media updates

### **Final partner coordination meeting:** *4-6 weeks before event*

- Finalize programming details

### **Outreach phase II:** *minimum of 4 weeks before event*

- Update day-of programming information on web & social media
- Create guide with day-of programming list & map (could be printed or just online)

### **Outreach phase III:** *two weeks before event*

- Develop event guide: Print at 2 weeks before
- Event signage: Print at 2 weeks before
- Any additional day-of informational material





**#BIKESATURDAYS  
GLENDDORA  
BIKE FRIENDLY  
BUSINESS DISTRICT**

**2ND SATURDAYS  
9:00 AM - 12:00 PM**

**RIDE ANNOUNCEMENTS:  
BIKEFRIENDLYSGV.COM**

THIS PROGRAM  
MADE POSSIBLE BY



**#BIKEFRIENDLYSGV #BIKEGLENDDORA**



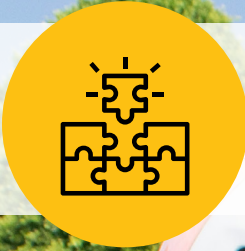
**RIDE INFO**

Join fellow riders for a leisurely morning ride on the 2nd Saturday of the month for Glendora #BikeSaturdays. Explore a new part of the Glendora Bike Friendly Business District where we will highlight a different local business and pair with a giveaway, promotion, or activity.

Ad for the weekly #BikeSaturdays event in the Glendora BFBD







# STEP 5: COMPLEMENTARY PROGRAMS





## KEY CONSIDERATIONS

District organizers can support BFBDs via complementary programs to educate and enforce efforts to promote safe cycling best practices and curb dangerous behavior.

To effectively accomplish this goal, organizers may consider deploying the following tools in conjunction with the public launch of the district.

## EDUCATION

Education efforts can and should be multi-pronged, integrating public safety awareness messaging, BFBD branding, and fun informational programming.

Communities may collaborate with Metro's [Bicycle Education Safety Training \(BEST\)](#) on bike classes and rides and/or the Southern California Association of Governments' [Go Human](#) educational and safety materials at no charge. The marketing and education campaign promotes safer driving, bicycling, and pedestrian behaviors.

Classes may be conducted using a variety of formats, although it is recommended that instruction is based on established safety curriculum (e.g., League of American Bicyclists, or the LA Metro Bike Education and Safety Team program) and incorporate in-class and on-bike instruction.

## ENFORCEMENT

Enforcement of traffic violations by all road users can be integrated into a BFBD program, but should be done with an eye to encouraging safer behaviors by all road users. It should also encourage people to use bicycles to make short trips by offering education and instruction on safe bicycling practices. Program organizers should consider the following steps when working with local law enforcement agencies.

- Review bicycle and pedestrian collision data with local law enforcement to inform discussion of most common causes of collisions (e.g., speeding, dangerous turn movements, wrong-way riding);
- Consider the distribution of informational materials by local law enforcement during traffic stops (e.g., [SCAG Go Human materials](#)), as well as other low-cost means (e.g., safety messaging on CMS boards, City electronic communications);
- Supplement education messaging with warnings; issue tickets as a measure of last resort;
- Set enforcement mechanisms within the larger context of road user violations that can result in serious injury and harm; and





- Consider piloting a local traffic diversion program ([AB 902](#)) allowing those cited while riding bicycles to take a bicycle safety classes in-lieu of paying fines.

## POLICY RECOMMENDATIONS AND INFRASTRUCTURE IMPROVEMENTS

National and local research shows that the largest segment of potential bicycle users falls within the “interested but concerned” category, with safety being the primary barrier to greater rates of use. We recommend incorporating an assessment of existing conditions to document local barriers to access and to identify potential short-, medium-, and long-term infrastructure improvements.

### ASSESSING EXISTING CONDITIONS

The BFBD assessment of existing conditions may include:

- Focus groups with residents and businesses
- Public opinion surveys (in-person and/or online)
- Bicycle and pedestrian counts along district corridors (e.g., utilizing SCAG/UCLA/Metro [methodology](#) including Saturday and Tuesday/Thursday count periods – see this manual’s “Evaluation” section for additional details)
- Bicycle parking assessment, measuring use of existing bicycle parking and other street

furniture as bicycle racks (i.e., lamp posts, parking meters, benches, trash cans)

- Local collision data review (CA resources/databases: [SWITRS](#), [TIMS](#))
- Identification of gaps in the local active transportation network (e.g., lack of connectivity along and between existing bikeways)
- Community street audit of the business district (by bike and/or foot)
- Signage and wayfinding evaluations
- Level-of-stress assessment (see examples from the [Pedestrian and Bicycle Information Center](#) and the [University of Delaware](#))

### Potential Infrastructure Improvements

Based on an assessment findings, infrastructure improvements may include:

- Bicycle parking (i.e., bicycle racks, corrals, lockers)
- Bicycle improvements
  - Class II Bike Lanes (includes buffered bike lanes; contra-flow bike lanes)
  - Class III Bike Routes, Neighborhood Greenways, or Bicycle Boulevards (sharrows, wayfinding signage, traffic calming)



- Class IV Protected Bikeways (on-street)
- Bicycle boxes
- Intersection striping
- Green striping at conflict points such as driveways (for Class II and IV bikeways)
- Pedestrian improvements
  - High-visibility crosswalks
  - Pedestrian hybrid beacons
  - Mid-block crossings
  - Median refuge islands
  - Lead pedestrian indicators
  - Curb extensions / Bulb-outs
- Traffic Calming measures
  - Chicanes
  - Roundabouts
  - Narrower travel lanes (10')
  - 4-3 lane safety conversion or 'road diet'
  - Reverse-angled parking
- District wayfinding and signage



## POTENTIAL POLICY RECOMMENDATIONS

District organizers may consider the following policy recommendations to support BFBD implementation:

- Enacting a Complete Streets policy, resolution, or ordinance (Resource: [Metro Complete Streets Policy Requirements](#); [ChangeLab Solutions](#); [Smart Growth America - National Complete Streets Coalition](#); free design tool: [Streetmix](#))
- Developing a Bicycle Parking Ordinance (Resources: [ChangeLab Solutions model bicycle parking ordinance for CA](#); [Bicycle Parking Ordinances - U.S. Examples](#))
- Creating a Bicycle Valet Policy for large public events (Examples: [Oakland](#), Santa Monica, San Francisco)
- Adopting a 'Vision Zero' Policy to improve street safety (Resource: [Vision Zero Los Angeles Action Plan](#), [Vision Zero Network](#))
- Implementing an Active Transportation or Bicycle Master Plan (see the [Los Angeles County Bicycle Master Plan](#), the [City of South Pasadena Bicycle Master Plan](#), and other examples through [ActiveSGV](#))
- Transit-Oriented Community and Transit-Oriented Development policies (includes minimum/maximum parking requirements, transit passes, 'park-once' strategies, and other demand management tools)





## ACTION ITEMS

- Review and inventory existing programs and resources that may complement BFBDs, such as:
  - 1) existing educational programs and resources to determine potential for collaboration (e.g., Metro BEST program, SCAG *Go Human*, traffic safety classes offered by local police department);
  - 2) existing events that promote biking/walking (e.g. Metro open streets, safe routes to school programs, bike months, bike to work days, community bike rides); and
  - 3) existing policies and infrastructure within the district that promote bicycling and walking (e.g. complete streets policies, bike racks, bike parking, bike lanes, bikes share).
  
- Collaborate, coordinate with, and support existing complementary programs.
  
- If resources permit, consider developing, advocating, or supporting the development of complementary education, enforcement, and policy recommendation and infrastructure improvement efforts.





www.goDayOne.org



# STEP 6: EVALUATE





Evaluating the success of a BFBD involves setting metrics for success, capturing baseline data, and collecting data during the implementation phase to measure progress.

## SETTING METRICS FOR SUCCESS

Measuring the success of a BFBD relies on both quantitative and qualitative data. The quantitative data will typically focus on metrics like shifts in the share of visitors and employees visiting the district by bicycle, on foot, or via transit. Qualitative factors may focus more on measures of customer and business owner satisfaction with the implementation of the district.

This section outlines the types of quantitative and qualitative metrics used to define success for a BFBD. They include metrics that measure changes in travel behavior, safety and education outcomes, economic effects, and the satisfaction of participants.





## Metrics for Success

Measure	Metrics
Changes in Travel Behavior	<ul style="list-style-type: none"> <li>• Bicycle and pedestrian user counts (using the UCLA Luskin Center, SCAG, and Metro’s methodology)</li> <li>• Bicycle parking counts</li> <li>• Boardings and alightings at transit stops within the district</li> </ul>
Safety Outcomes	<ul style="list-style-type: none"> <li>• Local traffic safety data, including tracking bicycle and pedestrian deaths and injuries within the district (e.g., local traffic safety data, Office of Traffic Safety Collision Rankings, California Fatality and Injury Statistics [SWITRS], and UC Berkeley’s Transportation Injury Mapping System [TIMS])</li> <li>• Enforcement data, including the number of warnings and citations issued pre- and post-implementation</li> <li>• Giving out bike lights or offering bike safety classes to show people how to more safely navigate streets and adhere to the rules of the road makes people feel more comfortable riding in the district and creates better rapport between communities and law enforcement.</li> </ul>
Economic Effects	<ul style="list-style-type: none"> <li>• Costs for bicycle, pedestrian, and transit infrastructure improvements</li> <li>• Costs to facilitate, organize, and coordinate district implementation, recruitment, and programming</li> <li>• Costs for business and employee incentives</li> <li>• Business activity evaluations, including changes in business receipts</li> </ul>
Program Effectiveness	<ul style="list-style-type: none"> <li>• Total impressions</li> <li>• Event attendance</li> <li>• Business participation, recruitment, and retention</li> <li>• Customer and business satisfaction</li> </ul>



## **ACTION ITEMS**

- Identify major goals and outcomes of the business district and select metrics to track those goals.
- Determine which metrics will require original research and those that can rely on secondary sources.
- Contact holders of primary data that may not be publicly available (e.g., local police data on enforcement, transit stop data, business data, etc.) to secure additional datasets.
- Establish the appropriate timeline for updating tracking data, keeping in mind how often outside entities update their datasets.
- After establishing the metrics, a baseline should be established by collecting data before the BFBD has been implemented and then regular updates should be conducted to see how the BFBD is doing over time.



## COLLECTING BASELINE DATA

Tracking the effectiveness of a BFBD will require establishing a baseline so that future data can be compared to the pre-implementation conditions. Once the district organizers have settled on tracking metrics, they should begin collecting baseline data. To track the data outlined in the previous section, district organizers may consider using the sources listed on the following pages.





Metrics	Tools
<b>Changes in Travel Behavior</b>	
Bicycle and pedestrian user counts (using the UCLA Luskin Center, SCAG, and Metro’s methodology)	District organizers should consult the <a href="#">Bike Count Data Clearinghouse</a> to see if any locations in their district have recent bicycle and pedestrian count data. If your district does not have any recent data, then consult the “Conducting Bicycle and Pedestrian Counts: A Manual for Jurisdictions in Los Angeles County and Beyond,” and download relevant bicycle count forms from the following <a href="#">website</a> . These materials will provide a primer on conducting a variety of bicycle and pedestrian counts, including information related to selecting locations for counts, appropriate timing, and data capturing methodologies.
Bicycle parking counts	The bicycle parking counts may be conducted in tandem with the bicycle and pedestrian user counts. Like the user counts, parking counts should capture data from peak hours on weekdays and weekends. The counts should also document any demonstrated need for additional bicycle parking by cataloging the location of bikes that are secured to street furniture, trees, and posts.
Boardings and alightings at transit stops within the district	Regional transit agencies (e.g., Metro, Metrolink) and local transit operators may have this data at the transit stop level.
Program Effectiveness	<ul style="list-style-type: none"> <li>Total impressions</li> <li>Event attendance</li> <li>Business participation, recruitment, and retention</li> <li>Customer and business satisfaction</li> </ul>
<b>Safety Outcomes</b>	
Local traffic safety data, including tracking bicycle and pedestrian deaths and injuries within the district.	<p>The Office of Traffic Safety collects traffic collision data at the municipal and county level that is available at the 2016 OTS Collision Rankings <a href="#">site</a>. If your district is relatively small or is operating within a large municipality, then this dataset may not be relevant.</p> <p>The California Highway Patrol collects traffic collision data, including bicycle and pedestrian collisions, as part of the Internet Statewide Integrated Traffic Records System (<a href="#">SWITRS</a>). Local agencies and members of the public can register for a SWITRS account <a href="#">here</a> and access traffic data at the municipal level. For bicycle and pedestrian collisions, the district organizers will need to review the SWITRS data to extract collisions that occurred within the district’s bounds.</p>
Enforcement data, including the number of warnings and citations issued pre- and post-implementation	Local police departments or departments of transportation may have additional local traffic safety data – including collisions mapped by geography – and a number of citations and warnings issued.
Costs for bicycle, pedestrian, and transit infrastructure improvements	Infrastructure improvement cost estimates should be verified by the local agency responsible for installing infrastructure (e.g., the department of public works), but district organizers may refer to this <a href="#">guide</a> to help estimate the range of costs for common bicycle and pedestrian infrastructure improvements.

Metrics	Tools
<b>Economic Effects</b>	
<p>Costs to facilitate, organize, and coordinate district implementation, recruitment, and programming</p>	<p>Administrative costs for program implementation will vary from district to district, but district organizers should consider the following tasks when devising an administrative budget:</p> <ul style="list-style-type: none"> <li>• Initial stakeholder outreach and coordination</li> <li>• Business recruitment and outreach</li> <li>• Coordination with local government, transit agencies, and community partners to identify appropriate bicycle and pedestrian improvements in the district</li> <li>• Coordination with stakeholders to develop marketing and outreach materials</li> <li>• Development of evaluation framework, data-gathering tools</li> <li>• Collection of baseline data</li> <li>• Development of a calendar of events</li> </ul>
<p>Costs for business and employee incentives</p>	<p>Administrative costs for program implementation will vary from district to district, but district organizers should consider the following tasks when devising an administrative budget:</p> <ul style="list-style-type: none"> <li>• Facilitation of periodic stakeholder convenings to track outcomes and progress</li> <li>• Ongoing coordination with businesses, residents, and partners to address concerns, complaints, and make changes to the program as needed</li> <li>• Business recruitment and periodic check-ins with business partners to enhance business retention</li> <li>• Updating marketing and outreach materials</li> <li>• Coordination, outreach, and implementation of district events</li> <li>• Data gathering and tracking</li> </ul>
<p>Business activity evaluations, including changes in business receipts</p>	<p>District organizers may ask participating businesses to provide sales receipts to track the overall volume of sales, the total costs of discounts and incentives, and to track the efficacy of programmatic elements. District organizers should explain to businesses that sales receipt data will be aggregated and made anonymous.</p>



## DEVELOPING DATA TRACKING TOOLS

After district organizers have set metrics and determined sources for initial data-gathering, they should develop data tracking tools that can be updated to show short- and long-term progress. These tools may include surveys and forms that local governments, business partners, and local stakeholders can use to share information with district organizers. The district organizers should consolidate this information and maintain a centralized database.

Data tracking tools should track the metrics outlined in the previous section, demonstrate changes in program participation and recruitment, document infrastructure upgrades, and show changes in event participation.

## SURVEYS

A key data-gathering component will be participant and business surveys. District organizers should develop surveys that track business and participant satisfaction with the implementation and administration of the district. These surveys should collect the following:

Topics	Sample Questions
User Travel Habits	<ul style="list-style-type: none"> <li>• How did you arrive at the district today (by bike, on foot, by car, via transit, other)?</li> <li>• Did you travel in a bike lane or bikeway to get to the district?</li> <li>• Did it feel safe bicycling to the district?</li> <li>• Did it feel safe walking to the district?</li> <li>• Does it feel safe bicycling within the district?</li> <li>• Does it feel safe walking within the district?</li> <li>• How long did it take you to get from home/work/school to the district?</li> </ul>
Identify Barriers to Biking, Walking, and Using Transit	<ul style="list-style-type: none"> <li>• Is it easy to get to the district on foot, by bike, by using transit? (Rate each mode on scale)</li> <li>• If not, why (takes too long, infrequent bus or rail service, does not feel safe, lack of bike parking, etc.)?</li> </ul>
Test Proposed Infrastructure Upgrades	<ul style="list-style-type: none"> <li>• Would you support infrastructure that makes it safer to walk and bike from your neighborhood to the district (include background information on common bike and pedestrian upgrades and provide a menu of options)?</li> <li>• Which improvements will make it more likely for you take transit to the district (include information related to <a href="#">first- and last-mile improvements</a>)?</li> </ul>





## METRICS MAKE THE CASE FOR SELF-SUSTAINING DISTRICTS

Data metrics can also help build the case for establishing a self-sustaining business district after the pilot ends. In addition to gathering the metrics outlined above, the economic data should provide a basis for estimating ongoing district administration costs, and inform strategies to create a self-sustaining district.

Based on the economic outcomes of the pilot phase, district organizers may consider the following administrative frameworks to provide longer-term program sustainability:

### **BUSINESS IMPROVEMENT DISTRICTS**

If the BFBD does not already operate within a Business Improvement District (BID), then organizers may consider forming a BID. BIDs are permitted under California state law and are subject to the oversight of local jurisdictions. A Business Improvement District operates using revenues from assessments charged to businesses within a specified geographic area. These revenues may be used to implement a variety of projects and programs within the district, including infrastructure improvements, street cleaning, security, and streetscape enhancements. This model can be adapted to finance the ongoing operations of the BFBD.

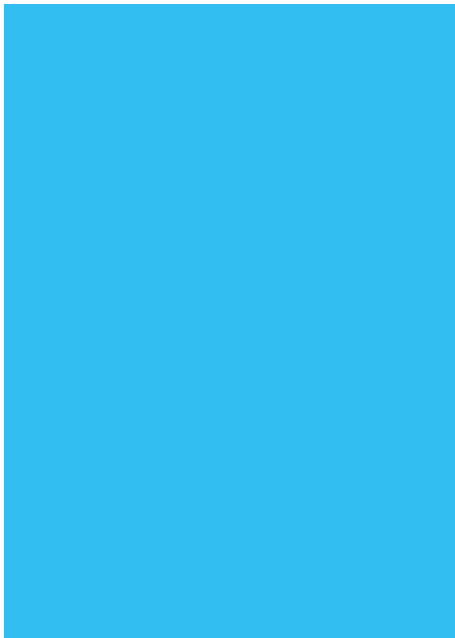
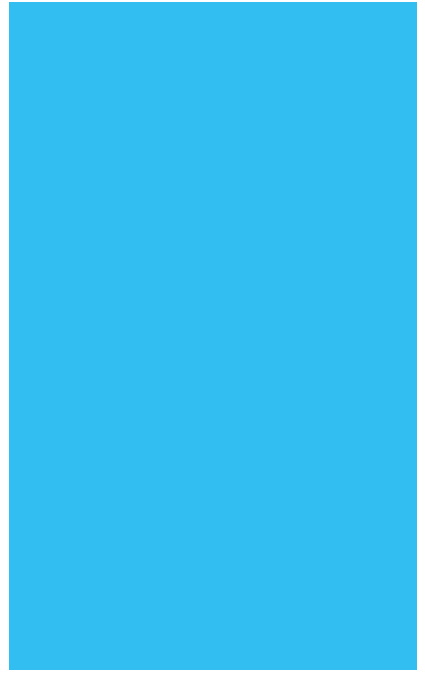
## LOCAL GOVERNMENT AGENCIES

District organizers may work with local government stakeholders to determine if city departments (e.g., economic development or transportation) would be able to finance the ongoing administration of the program. In addition to ongoing outreach and engagement with city partners, organizers will need to rely on the metrics captured during the pilot phase to make the case for allocating resources to the district. District organizers should also consult with area Councils of Government (COG) to see if the COG may be able to support the ongoing operation of the district.

## LOCAL NON-PROFITS

District organizers may also work with local nonprofits and community groups to transfer ongoing administration of the district. Organizers may work with community-based organizations to secure outside funding from foundations, business partners, local governments, sponsors and other funders to sustain the program in the long-term.







# FINDING FUNDING





Evaluating the success of a BFBD involves setting metrics for success, capturing baseline data, and collecting inputs during the implementation phase to measure progress.

Local jurisdictions may rely on a number of financing mechanisms to fund infrastructure improvements, as well as ongoing administration, operations, and maintenance costs associated with a Bicycle Friendly Business District. This section summarizes some of the local and regional funding sources that may fund BFBDs in Los Angeles County.

## **SOURCES FOR CAPITAL IMPROVEMENT COSTS**

### **PARKING BENEFIT DISTRICT**

Parking Benefit Districts are a financing tool that local jurisdictions can use to finance and maintain bicycle parking, as well as bicycle and pedestrian infrastructure improvements. Parking Benefit Districts allow local governments to return all (or a portion) of the parking revenues generated through meters or non-resident passes within the parking district to fund extra maintenance, security, beautification, and infrastructure improvements locally. This model has been used to fund improvement projects in Old Pasadena, the historic downtown of Pasadena, California.

### **TRANSPORTATION IMPACT FEE**

Local jurisdictions may use transportation impact fees to require new developments to pay for the cost of providing transportation infrastructure, including bicycle and pedestrian improvements within and surrounding the BFBD. The City of Santa Monica adopted this type of fee ordinance in 2013 to fund transportation improvements such as new sidewalks, crosswalks, and bicycle facilities.

### **URBAN GREENING GRANT PROGRAM**

Local jurisdictions can also use Urban Greening Grants to fund bike lanes that provide safe routes for recreational and travel between residences, workplaces, commercial centers, and schools in conjunction with projects that acquire green space or in line with broader urban greening plans and program. California voters passed the Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84) on November 7, 2006. Among its provisions, the bond authorized the Legislature to appropriate \$70 million for urban greening projects and plans that reduce energy consumption, conserve water, improve air and water quality, and provide other community benefits.

### **METRO FUNDS**

Local jurisdictions can use Metro funding to finance bikeways and bike parking infrastructure



associated with a BFBD. Metro is responsible for allocating discretionary federal, state, and local transportation funds to improve all modes of surface transportation.

## **SOURCES FOR PROGRAM AND ADMINISTRATIVE COSTS**

### **LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH**

The Los Angeles Department of Public Health provided funding for merchant bicycles, other equipment and promotional events in Long Beach, California. BFBDs may be funded through the LA County Department of Public Health's Choose Health LA initiative, formerly RENEW, which seeks to improve nutrition, increase physical activity and reduce obesity in LA County. More information about Choose Health LA is available [here](#). This funding source was made possible by a grant from the Department of Health and Human Services and the Centers for Disease Control and Prevention's Communities Putting Prevention to Work initiative. District organizers should be aware that while this source has been used in the past, there is no guarantee of continued funding.

### **CALIFORNIA OFFICE OF TRAFFIC SAFETY**

The California Office of Traffic Safety provides Pedestrian and Bicycle Safety grants to

local jurisdictions, police departments, and educational institutions to develop programs to increase awareness of traffic rules, rights, and responsibilities among various age groups. The goals of the program are: 1) to reduce the total number of pedestrian deaths and injuries; 2) to reduce the number of bicyclists killed and injured in traffic-related collisions; and 3) to increase bicycle helmet compliance for children ages 5 to 18. Previous grants have been given to the Safer Streets Pasadena Project, which used the funding for a bicycle safety campaign that distributed headlights, tail lights, helmets, educational brochures, information cards, and posters to bicyclists.

### **ACTIVE TRANSPORTATION PROGRAM FUNDING**

Local jurisdictions can use Active Transportation Program and/or money to fund projects that 1) increase the proportion of biking and walking trips, 2) increase mobility and safety for non-motorized users, 3) advance the efforts of regional agencies to achieve greenhouse gas reduction goals, 4) enhance public health, including the reduction of childhood obesity, 5) ensure disadvantaged communities fully share in program benefits, 6) provide a broad spectrum of projects to benefit many types of active transportation users. Funds in the program are allocated through competitive grants with half of the funds distributed to projects selected by the state, 40% distributed to Metropolitan Planning Organizations in urban



areas with populations greater than 200,000, and 10% for projects selected in small urban and rural regions with populations of 200,000 or less. In 2018-19, funding for ATP was about \$440 million.

## **SOURCES FOR PROGRAM AND ADMINISTRATIVE COSTS & CAPITAL IMPROVEMENTS**

### **CHAMBER OF COMMERCE AND BUSINESS IMPROVEMENT DISTRICTS**

Local Chambers of Commerce and Business Improvement districts are a common funding source for BFBDs. Chambers of Commerce may dedicate a portion of their membership fees to fund the program, while Business Improvement Districts may fund their programs through business assessments. These models have been utilized by various cities across the United States. Chambers of Commerce and Business Improvement Districts may fund ongoing administrative and operating costs for a BFBD.

### **AFFORDABLE HOUSING SUSTAINABLE COMMUNITIES (AHSC)**

The AHSC program provides funding to applicants that pair affordable housing developments with sustainable transportation infrastructure such as bike ways, bicycle parking, improved pedestrian crossings, and enhanced transit service. AHSC

funding also supports program costs for education, outreach, and training programs related to active transportation or transit ridership; these funds can support programmatic elements the BFBD for up to three years. If a district organizer knows of pending affordable housing projects being implemented in (or near) the BFBD, then they may consider approaching the jurisdiction and the affordable housing developer to see if there are opportunities to submit an AHSC application to support housing, transportation infrastructure, and/or programmatic costs.





# LESSONS LEARNED

SAN GABRIEL VALLEY



BIKE ROUTE



CHURCH  
PARKING





In 2017-2018, Metro worked with local governments and stakeholders to implement two pilot Bicycle Friendly Business Districts (BFBDs) in the San Gabriel Valley cities of Glendora and South Pasadena. The pilots were intended to increase bicycling, walking, and transit use for local trips by partnering with businesses to offer incentives for customers who do not arrive by car. In each pilot district, there were a series of recurring community events to highlight bicycle-friendly businesses, emphasize bicycle safety, and promote access to public transit and other forms of active transportation. The project also included the installation of public bicycle infrastructure (bike racks) where appropriate. This section summarizes event highlights, outlines successful business recruitment strategies, and identifies areas where outcomes can be improved for future pilot programs.

## EVENT HIGHLIGHTS

During the BFBD pilot program, ActiveSGV (formerly known as BikeSGV) and partner organizations coordinated and hosted a series of recurring bicycle-related events and rides in both districts – Glendora and South Pasadena – that were free, open to the public, and for all levels of experience. The types of events included:

## MONTHLY BUSINESS DISTRICT HIGHLIGHTS

**Glendora #BikeSaturdays** – occurred the second Saturday of the month and encouraged participants to explore a new part of the Glendora BFBD and surrounding neighborhoods, while also highlighting local businesses. Events were paired with a giveaway, promotion, and/or activity.

- **Featured Businesses:** Classic Coffee, Glendora Florist, Needle Hooks and Yarn, Red Lounge Café, Top Billing Entertainment, and Village Fitness

**South Pasadena #BikeThursdays** – occurred the fourth Thursday of the month and encouraged participants to explore a new part of the South Pasadena BFBD and surrounding neighborhoods, while also highlighting local businesses. Events were paired with a giveaway, promotion, and/or activity.

- **Featured Businesses:** Bluefin Sushi and Roll, Cookies and Cream, Grassroots Market and Kitchen, The Moo on Mission, The Munch Company, Oculus Optometry, Rosebuds and Rosestuds, and Simplee Boba

**South Pasadena Farmers Market** – ActiveSGV and then a local bike shop provide free bike valet service and bike safety checks at the Farmers Market.





## BIKE SAFETY AND EDUCATION CLASSES

- **BEST Bike 1-3 Classes** – Two class series (six classes total) were offered in both Glendora and South Pasadena in collaboration with [Metro’s Bicycle Education Safety Training \(BEST\) Program](#). These classes are free and open to the public; offered all over Los Angeles County; and cover topics such as basic and advanced bike handling skills (e.g., signaling, scanning, steering, shifting gears), ABC Quick Check, rules of the road and route planning, integrating bikes and transit, and group riding etiquette.
- **City Cycling Class** – This was a one-time class offered in South Pasadena which included a class and short ride to help participants: (1) build confidence riding on city streets; (2) learn the rules of the road; and (3) prepare their bicycle for a commute to work, a trip to school, or to run errands.
- **Bike Maintenance Class** – This was a one-time class offered in Glendora which taught participants how to perform a quick safety check, repair and replace a flat tire, and adjust the brakes. It also included a demonstration of other basic tools needed to perform repairs on the go.
- **Citizen Science Street Study** – This study involved an interactive bike ride offered in both cities. Participants had an opportunity to





collect data on existing conditions for people on bikes and people walking. Participants were able to provide feedback on potential safety improvements to help local governments make more informed decisions about bike and pedestrian infrastructure investments. For the South Pasadena street audit, the raw data and a summary can be found [here](#). For the Glendora street audit, the raw data and a summary can be found [here](#).

- **Cargo Bike Demonstration** – ActiveSGV provided a demonstration of cargo bikes in both Glendora (July) and South Pasadena (October) to demonstrate the utility of cargo bikes and trailers, their capacities, and how retailers can integrate them into their businesses. There was considerable interest from the public in learning more about cargo bikes, but the project team does not have data if interest translated into local purchases of cargo bicycles. The full BFBD Cargo Bike Strategy can be found [here](#).

## ADDITIONAL THEMED RIDES AND EVENTS

Additional events were programmed around popular holidays, seasonal events, or other fun and engaging themes, including:

- Glendora
  - Taste of Glendora
  - Crush on Bikes Valentine Ride
  - Spooky Family Fun Ride
  - Women on Wheels: Sweet and Savory Ride
- South Pasadena
  - Taste of South Pasadena
  - Earth Month
  - Seersucker Slow Roll
  - Scenes from Halloween
  - Women on Wheels: Pedal and Pilates Ride

There was a total of 33 events between November 2017 and November 2018; over 500 people registered for the rides (see full list in Appendix A). The events with the highest attendance can be found on the following page.



## Events with the Highest Attendance

Event Name	Date	Attendees	Description
Taste of South Pasadena	November 9, 2017	25	Soft launch for South Pasadena BFBD pilot featuring pit stops for food samples and special raffle prizes from South Pasadena businesses.
Taste of Glendora	November 18, 2017	45	Soft launch for Glendora BFBD pilot featuring pit stops for food samples and special raffle prizes from Glendora businesses.
South Pasadena #BikeThursdays – The Moo on Mission	May 31, 2018	23	Ride from South Pasadena Station and free coffee from The Moo on Mission
South Pasadena #BikeThursdays – The Munch Company	June 28, 2018	21	Free samples and raffle drawing at The Much Company and ride to South Pasadena Station
Glendora #BikeSaturdays – Bicycle Maintenance Class	August 11, 2018	26	Free bicycle maintenance class and ride through Glendora BFBD
South Pasadena Seersucker Slow Roll	August 26, 2018	24	Ride from South Pasadena Station through historic, tree-lined streets, to Eddie Park for a picnic lunch, featuring free watermelon and lawn games. Participants encouraged to wear seersucker or other vintage attire.
South Pasadena #BikeThursdays – Scenes from Halloween	October 25, 2018	48	Halloween movie scene ride from South Pasadena Station and featuring Cookies and Cream



## EVENT PARTICIPANT FEEDBACK

In February 2019, an evaluation survey was sent to the full list of people who registered and/or attended an event (or multiple events) in either BFBD. Based on survey feedback, the most popular events were those that offered free food or had a unique and engaging theme; over 80% of respondents rated these events as “Successful” or “Very Successful.” Weekday rides that began in the evening (after 6 p.m.) were considered more accommodating for those who work a traditional 9 a.m. to 5 p.m. schedule. For rides that began at 5:30 p.m., would-be attendees noted that participants did not have adequate time to travel from work to the meet up in time for the ride.

Event participants responded that events helped demonstrate how to bike safely to local businesses in the district (84% of respondents “Agree” or “Strongly Agree”) and after attending an event, respondents were more likely to visit local businesses (58% of respondents “Agree” or “Strongly Agree”). In addition, over 96% of survey respondents expressed interest in participating in future events and seeing bike-related events, rides, classes, and services continue to be offered in the district and surrounding areas. The survey questions are included in Appendix B and a summary of survey responses is [here](#).

## BUSINESS RECRUITMENT STRATEGIES

The most successful business outreach recruitment strategies involved collaborating with the local Chamber of Commerce, Business Improvement District (BID), and/or other small business associations during the earliest stages of planning and implementation. ActiveSGV and Estolano LeSar Advisors (ELA) kept a document to track outreach to interested businesses. At a minimum, participating businesses were asked to sign a [Memorandum of Understanding \(MOU\)](#) and display a BFBD [window cling](#) or poster. To participate in the BFBD, ActiveSGV and ELA asked businesses to provide at least one (or a combination) of the following services and/or amenities (refer to full list on p. 17) to help encourage bicycling during the pilot:

### I. SUPPORT LOCAL BICYCLE EDUCATION AND OUTREACH

- a. Social media promotion
- b. Post flyers about upcoming events in the BFBD and surrounding area





## II. ADVERTISE PROGRAM PARTICIPATION

- a. Display a BFBD window cling or poster
- b. Participate in a bike-friendly community event/ride

## III. DISCOUNTS ON PURCHASES AND SERVICES

- a. 10-20% of purchases and services during a specific day (e.g., Bike Thursdays or Bike Saturdays)

## IV. GIVEAWAYS OR OTHER INCENTIVES

- a. Free food samples during community event/ride
- b. Free item or service with purchase

## V. BASIC AMENITIES

- a. Use of restroom facility
- b. Free water

## VI. PUBLIC BICYCLE ACCOMMODATIONS

- a. Outdoor bicycle parking
- b. Secure indoor bicycle parking

In Glendora, there were 12 official participating businesses, including Bicycle Central, Classic Coffee, Glendora Florist, Glendora Village Goldsmith, Hair Care Extraordinaire, Lavish Nails, Needles Hooks & Yarn, Pardo Dentistry, The Red Lounge Café, Top Billing Entertainment, Union Co-Work, and Village Fitness.

In South Pasadena, there were nine official participating businesses, including Cookies and Cream, Grassroots Market and Kitchen, The Moo on Mission, The Munch Company, Oculus Optometry, Retreat Lifestyle, Simplee Boba, and Union Bakery.

In both districts, several businesses expressed appreciation of the increased awareness that being involved in the BFBD brought to their business, including attracting a new customer base. There were, however, a few BFBD merchants that ended up ceasing operations during the pilot period; because of this, they were not able to fully engage in events. In February 2019, an evaluation survey was sent to the full list of participating businesses to gather additional feedback about their experience. Overall, all participating business survey respondents stated that their business saw an increase in sales during BFBD events and 67% of responses stated that their business saw a general increase in sales during the entire pilot period. These businesses also stated that they plan to continue offering discounts and incentives to customers with bikes. The survey questions are included in Appendix B and a summary of survey responses is [here](#).



## WEBSITE DEVELOPMENT

The team developed and maintained a website – [Bike Friendly SGV](#) – to serve as a centralized location for general BFBD info for each City, event listings, and business sign-ups. The website was a helpful resource for residents and businesses to learn more about the district. Online and social media resources, however, work best when supported by a robust on-the-ground outreach strategy.

## MARKETING AND PROMOTION

In addition to the window clings for participating businesses, a suite of marketing and promotional materials was created to help inform and recruit businesses. Businesses in both districts received a [2-pager](#) with general information on BFBDs, the benefits of becoming a Bike Friendly Business, and instructions on how to sign-up and participate. The project team gave [presentations](#) to the Chambers of Commerce and other business organizations in both districts. For specific events, [flyers](#) and other [promotional images](#) were created for in-person distribution and for sharing on social media, the website, and other online resources.

## BIKE/PEDESTRIAN AND BIKE PARKING COUNTS

ActiveSGV conducted two types of pre- and post-pilot evaluations in both business districts: 1) parked bicycle counts and 2) bike and pedestrian



counts. Baseline data was collected in April and May of 2017 before the project was publicly launched. Evaluation data was collected at the end of the project period in November and December 2018.

## BIKE PARKING COUNTS

Parked bicycles were counted on Tuesdays and Thursdays between the hours of 9 a.m. – 11 a.m. and 2 p.m. – 4 p.m. and on Saturdays from 1 p.m. – 2 p.m. In South Pasadena, the number of bike racks within the project area remained constant during the project period, with 43 spaces in 8 locations. While the City has committed to installing the six purchased bicycle racks as of February 11, 2019, the racks have yet to be installed. In Glendora, the number of bike racks within the project area increased by 10 between the pre- and post-pilot parking assessment. The project area in Glendora began with 72 spaces in 16 locations.

In Glendora, the number of bikes parked in the business district more than doubled from 7 to 18 total parked bikes. The number of bikes parked on racks tripled from 2 to 6, and the number of bikes parked to other furniture, such as trees and railing, increased from 5 to 12. In both the baseline and evaluation periods, more bikes were parked to street furniture than to designated bike parking racks.

Conversely, the number of bikes parked in South Pasadena decreased by a third, dropping from 30 to 19 total parked bikes. The number of bikes parked on racks dropped from 17 to 13, and the number of bikes parked to other furniture decreased from 12 to 6. In both the baseline and evaluation periods, fewer bikes were parked to street furniture than to designated bike parking racks. There are a several factors that may have resulted in the decrease of parked bikes. One factor may have been due to changes in weather and riding patterns during the post-pilot evaluation period, which took place in November-December rather than April-May; ideally pre- and post-project data would be collected during the same time of year. The installation of new bike racks may also impact these outcomes going forward.

## BICYCLIST AND PEDESTRIAN COUNTS

Another evaluation method is counting the number of bicyclists and pedestrians who pass through designated areas of the district during a set time period. Bicyclists and pedestrian were counted on Tuesdays and Thursday between the hours of 7 a.m. – 9 a.m. and 4 p.m. – 6 p.m. and on Saturdays from 11 a.m. – 1 p.m.

In Glendora, the total number of bicyclists decreased (from 146 to 99); there was also a slight decrease in the total number of pedestrians (from 1595 to 1564). As mentioned in the bike parking count, this is likely attributable to the colder





weather in the post-pilot evaluation period. While the total bike count was lower, more bicyclists may have seen the BFBD as a destination given the uptick in parked bicycles within the district.

In South Pasadena, the total number of bicyclists increased slightly from 95 to 96 and the total number of pedestrians increased from 1099 to 1135. While there were more cyclists observed passing through the district, the BFBD itself may have not been their primary destination (as demonstrated by the decrease in parked bicycles).

While the data provide a snapshot of bicycle and pedestrian activity in the districts, they cannot be exclusively relied on to determine trends. To better demonstrated the effectiveness of the BFBD and potential mode shift changes associated with infrastructure improvements, district organizers should plan on collecting data on an ongoing basis.

For more information, please refer to the bike and pedestrian count raw data [here](#) and a summary of the bike parking counts [here](#).



## **OPPORTUNITIES FOR IMPROVEMENT**

Based on lessons learned during the Glendora and South Pasadena BFBD pilot programs, this section identifies recommendations and opportunities to improve outcomes for businesses, residents and visitors, and local governments for future BFBD pilot programs.

### **I. SECURE LONG-TERM INVESTMENTS TO CHANGE THE WAY PEOPLE TRAVEL LOCALLY**

BFBDs must be long-term, ongoing programs to fully realize the entire range of benefits, including changing the way people make local trips and offering robust economic support for local businesses. To establish a BFBD, there needs to be an entity with a dedicated source of funding to sustain the ongoing coordination of the district. For this pilot program, while the city agencies and majority of the local businesses had positive feedback on the BFBD experience, neither the cities, Chambers of Commerce, or Business Improvement Districts were able to assume responsibility for the sustained implementation of the BFBD due to lack of dedicated funding for staff to commit time and resources to the ongoing event planning and coordination.

To guarantee the success of BFBDs, a local champion is needed, one who is on-the-ground and is committed to facilitating ongoing relationships with government agencies, coordinating with local businesses, conducting stakeholder outreach, and promoting community events. These efforts ensure continuity, establish a presence for the district, and raise awareness of BFBD offerings among local businesses and visitors. ActiveSGV plans to continue education and encouragement programming in both Glendora and South Pasadena, including rides to and from participating bike-friendly businesses. Currently, the South California Association of Governments (SCAG), the San Gabriel Valley Council of Governments (SGVCOG), and ActiveSGV are pursuing a number of BFBDs in other jurisdictions, such as Baldwin Park, El Monte, and South El Monte. If these follow-up programs prove successful, then participating entities may be able to help champion and coordinate ongoing efforts.

Ideally, BFBD implementation is paired with robust on- and off-street bicycle, transit, and pedestrian infrastructure upgrades. Infrastructure such as context-specific bikeways (e.g., bike trails, protected bike lanes, and/or bike routes), secure bicycle parking, pedestrian safety enhancements, and transit amenities will encourage residents to walk, bike, or take transit to local businesses. Before the pilot, neither district had significant bicycle infrastructure (i.e., there were limited public bicycle racks, and little on-street bicycle



infrastructure). While the program included funding for bicycle parking, the installation of bike racks was not paired with more significant bicycle infrastructure upgrades in either district.

As the bike count and bike parking data shows, the installation of new bike racks (in Glendora) did allow more visitors to park their bikes in designated areas, but they had limited effects on the total number of cyclists observed during the post-evaluation count. In Glendora, ten bike racks were installed outside of Bicycle Central, Classic Coffee, Glendora Florist, Hair Care Extraordinaire, Needles Hooks & Yarn, Pardo Dentistry, Top Billing Entertainment, and Village Fitness. In South Pasadena, six locations have been approved to install bike racks (see [here](#)). There is an opportunity to continue investments in on- and off-street bicycle, pedestrian, and transit infrastructure and to extend the evaluation period beyond one year to see if the improvements yield more significant results over time. This pilot is an example of how pre- and post-evaluation of bike and pedestrian counts are a useful technique to gauge success and identify opportunities for program enhancements.

**Next Steps:** Align sustained funding sources; identify local entities to continue programming and coordination; ongoing marketing and promotion of bike-friendly businesses; invest in bicycle and pedestrian infrastructure.





## II. ESTABLISH PARTNERSHIPS WITH POLICE DEPARTMENTS AND PUBLIC SAFETY AGENCIES

An emphasis on education and enforcement is key to establishing partnerships with police departments and other public safety agencies. Adopting a model focused on educating BFBD visitors about road safety helps build trust among BFBD visitors, bicyclists and pedestrians, residents and visitors, businesses, and local government agencies. ActiveSGV and local partners created a [Public Safety Enforcement Strategy](#) and worked with police departments in both districts to explore creating diversion programs for bike-related violations in lieu of tickets, fines, and other citations.

More broadly, the strategy also focuses on education and informing community members about the California Vehicle Code (CVC) as it pertains to people on bicycles, including 1) Data Analysis and Community Engagement, 2) Bicycle Education and Safety Training (BEST) classes, and 3) Ride Bright Program for Public Safety Staff. While ActiveSGV shared information with police departments on their existing program with the El Monte Traffic Court, both cities and departments have yet to adopt a local traffic diversion program.

Adding educational components, such as giving out bike lights or offering bike safety classes to

show people how to more safely navigate streets and adhere to the rules of the road makes people feel more comfortable riding in the district and creates better rapport between communities and law enforcement. BFBD organizers may also consider providing bike safety training for police officers to confirm their understanding of rules of the road and to enhance officers' understanding of the challenges and barriers that people on bicycles may face.

The project team also worked with both police departments to collect data on collision statistics. Neither City's database is able to filter out citations by mode (bike, car, or pedestrian), but we were able to procure [collision statistics](#) (from 2006-2016) in both cities. This review can serve as a baseline for each jurisdiction or other entity (e.g., the COG) to revisit the data once new material has been updated from UC Berkeley's [Transportation Injury Mapping System \(TIMS\)](#) and [Statewide Integrated Traffic Records System \(SWITRS\)](#).

**Next Steps:** Coordinate additional education components through Metro BEST Program and local partners; consider providing bike safety training opportunities for police officers; review and update collision statistics; explore alternative diversion programs with police departments and public safety departments.



### III. INTERAGENCY COORDINATION

Coordination among different local and regional government agencies is essential for the continued success of the BFBD, including but not limited to, the regional transportation agency (e.g., Los Angeles Metro), regional Council of Governments (e.g., San Gabriel Valley COG), and various local jurisdictional agencies (e.g., transportation, public works, consumer and business affairs, and economic development departments). It is also important and helpful to establish a local point of contact in the district who is responsible for coordinating local public agencies and managing other strategic partnerships.

**Next Steps:** Distribute Implementation Manual to relevant local and regional agency staff; continue to track strategic partnership opportunities and funding sources for future programs.





# FAQ





## **FOR BUSINESSES AND EMPLOYERS:**

### **1. What is a bicycle friendly business district?**

Bicycle Friendly Business Districts (BFBDs) are local programs designed to encourage, support, and promote the use of bicycles for short trips to businesses and workplaces, in an effort to reduce congestion and demand for limited motor vehicle parking in business districts. BFBDs utilize incentives (e.g., discounts) and improvements (e.g., bike parking) to build upon the economic, environmental, and health benefits of using a bicycle as a means of transportation.

### **2. How can my business benefit from a bicycle friendly business district?**

Participating businesses will receive the following benefits: 1) Free marketing via program communications, web page, and events; and 2) Branding opportunities associated with the promotion of a healthier, greener workplace. The pilot program also offers the potential to attract new customers and may lead to reduced automobile parking demand. Studies have shown that businesses see direct economic benefits from increased bicycle and pedestrian activity (see the studies listed on pg. 11 for more information).

### **3. Is there a cost to participate?**

No, there is not a direct cost to participate.

However, participating businesses may incur some cost associated with the types of program incentives they select (e.g., 10% off select item(s); free appetizer with purchase of entree).

### **4. What does it mean to commit to the program?**

In exchange for the aforementioned program benefits, participating businesses are asked to do the following for a minimum of 12 months: 1) Offer at least one incentive to customers/staff arriving via bicycle, and 2) Display a BFBD window cling or poster to advertise program participation to the public.

### **5. How long is the commitment?**

In order to qualify for marketing and other benefits, a minimum 12-month commitment is requested of participating businesses

### **6. Do I have the flexibility of opting out of this program if I change my mind about participating?**

Yes, businesses may opt-out but we strongly encourage participants to commit to the requested minimum.



**7. Am I liable for any bike safety issues or theft my customers may experience?**

No, businesses are not liable for theft which occurs on publicly-owned or operated bicycle parking facilities (e.g., newly installed bicycle racks)

**8. Can I develop my own incentives? What incentives will be developed or made available for my use?**

Businesses that wish to utilize benefits above and beyond those listed in the program here, may suggest alternatives by completing this form. Suggestions will be vetted by the program's steering committee on a monthly basis.

**9. Can bicycle parking be installed in front of my business?**

Participating retailers and workplaces may request a rack be placed in front of or adjacent to their business, subject to program availability, by completing this form. Please note that ADA compliance and other space limitations may preclude the City's availability to be of assistance.

**10. What other communities have this program?**

In Southern California, the cities of Los Angeles, Long Beach, Santa Monica, and Glendale currently have bicycle-friendly business district programs. In addition, the Cities of Baldwin Park, El Monte, and

South El Monte are slated to launch programs in 2019.

**11. How can I test ride a cargo and/or electric bike as part of this program?**

Active San Gabriel Valley (ActiveSGV) will be providing electric and cargo bike demo days as part of the program. Individual retailers interested in test riding these bikes may also set up an individual appointment to do so Thu-Sun at ActiveSGV headquarters by contacting [jose@activeSGV.org](mailto:jose@activeSGV.org).



## FOR PARTICIPANTS AND THE PUBLIC:

### 1. What is a bicycle friendly business district?

Bicycle Friendly Business Districts (BFBDs) are local programs designed to encourage, support, and promote the use of bicycles for short trips to businesses and workplaces. BFBDs utilize additional incentives (e.g., discounts) and improvements (e.g., bike parking) to build upon the existing economic, environmental, and health benefits of using a bicycle as a means of transportation.

### 2. How can I participate?

Ride a bike to local stores or to work! The program is designed to encourage the general public to try using a bicycle to shop locally and/or commute to work. For specific information about program incentives, activities, and events click [here](#) or sign up for email notices [here](#).

### 3. Does it cost anything?

No, participation is free for the public.

### 4. What are the benefits for me?

Integrating physical activity into your everyday schedule also has physical and mental health benefits, reduces pollution associated with the use

of fossil fuels, and saves on costs related to the use of an automobile.

### 5. What other communities have this program?

In Southern California, the cities of [Los Angeles](#), [Long Beach](#), Santa Monica, and Glendale currently have bicycle-friendly business district programs.

### 6. I'd like to get a business I frequent involved, how can I do so?

You can request or nominate a business by completing this [form](#).

### 7. Can I request a bicycle rack for businesses I frequent?

Yes, to request a rack, please complete this [form](#).

### 8. What steps is the program taking to ensure safety?

The program is using a multi-tiered approach to improve conditions for cycling. Specific elements include free community bicycle safety classes and local law enforcement education efforts.

### 9. Can I suggest an incentive I'd like to see?

Yes, to suggest an incentive, please complete this [form](#).





## 10. How long will the program last?

At a minimum, the program will last until October 2018. However, program organizers have designed it with an eye towards sustainability beyond the project term, should there be sufficient community and business interest in doing so.

## 11. Are there opportunities for local residents or community group to get more involved?

Yes! There are a number of ways local residents and community groups can support the program, including: 1) participating in program events and activities; 2) helping promote the program via internal communication channels, social media, and announcements at group meetings; 3) encouraging businesses or workplaces you frequent to participate; 4) providing feedback on program implementation; and 5) volunteering for program events, rides, and activities. To get involved, please complete this [form](#).

## 12. How can I test ride a cargo and/or electric bike as part of this program?

Active San Gabriel Valley (ActiveSGV) will be providing electric and cargo bike demo days as part of the program. Members of the public interested in test riding these bikes may also do so at the San Gabriel Valley Bicycle Education Center Thu-Sun by contacting [jose@activeSGV.org](mailto:jose@activeSGV.org).



# APPENDIX

## A. COMPLETE LIST OF EVENTS

Event Name	Date	Attendees	Description
Taste of South Pasadena	November 9, 2017	25	Soft launch for South Pasadena BFBD pilot featuring pit stops for food samples and special raffle prizes from South Pasadena businesses.
Taste of Glendora	November 18, 2017	45	Soft launch for Glendora BFBD pilot featuring pit stops for food samples and special raffle prizes from Glendora businesses.
Citizen Science Street Study by Bike – Glendora	January 6, 2018	3	Community street audit ride through the neighborhoods of Glendora with frequent stops to evaluate and document walking and biking infrastructure conditions to help the City make more informed decisions about their bike and walking infrastructure.
Women on Wheels Pedal & Pilates Ride – South Pasadena	January 7, 2018	9	Ride for women and women-identifying persons from Del Mar Station to Mission Street Yoga and Pilates for a free class for first-time visitors.



Event Name	Date	Attendees	Description
South Pasadena #BikeThursdays – Grassroots Market & Kitchen	January 25, 2018	15	Ride from South Pasadena Station to Grassroots Market and Kitchen.
Citizen Science Street Study by Bike – South Pasadena	February 4, 2018	3	Community street audit ride through the neighborhoods of South Pasadena with frequent stops to evaluate and document walking and biking infrastructure conditions to help the City make more informed decisions about their bike and walking infrastructure.
Glendora #BikeSaturdays – Village Fitness	February 10, 2018	15	Ride from Glendora City Hall to Village Fitness for a raffle drawing.
Crush on Bikes Valentine's Ride – Glendora	February 14, 2018	-	Cancelled due to low enrollment.
South Pasadena #BikeThursdays – Oculus Optometry	February 22, 2018	5	Ride through South Pasadena to Oculus Optometry for 20% discount on sunglasses purchase.
Glendora #BikeSaturdays – Top Billing Entertainment	March 10, 2018	6	Ride from Finkbiner Park to Top Billing Entertainment for a raffle drawing to win a set of group classes.
South Pasadena #BikeThursdays – Bluefin Sushi and Roll	March 29, 2018	12	Ride from South Pasadena Station to Bluefin Sushi and Roll for 15% discount off food orders.
Glendora #BikeSaturdays – Needle Hooks and Yarn	April 14, 2018	4	Ride from APU/Citrus College Station to Needles Hooks and Yarn for a free knitting class.
South Pasadena #EarthMonth Ride with the Mayor	April 19, 2018	12	Special Earth Month ride from South Pasadena Station through BFBD with Mayor Richard Schneider.
South Pasadena #BikeThursdays – Rosebuds and Rosestuds	April 26, 2018	17	Ride from South Pasadena Station to Rosebuds and Rosestuds for 25% off purchases and a raffle drawing for a gift bag.





Event Name	Date	Attendees	Description
Glendora #BikeSaturdays – Red Lounge Cafe	May 12, 2018	12	Ride from Glendora City Hall to Red Lounge Café for 10% off food orders.
South Pasadena #BikeThursdays – The Moo on Mission	May 31, 2018	23	Ride from South Pasadena Station to The Moo on Mission for free coffee.
Glendora #BikeSaturdays – Classic Coffee	June 9, 2018	6	Ride from Finkbiner Park to Classic Coffee for 10% discount off purchase.
South Pasadena #BikeThursdays – The Munch Company	June 28, 2018	21	Free food samples and raffle drawing at The Munch Company and ride to South Pasadena Station.
South Pasadena #BikeThursdays – Shakespeare in the Park	July 19, 2018	9	Ride from South Pasadena Station to Garfield Park to see Shakespeare in the Park present The Winter’s Tale.
Glendora #BikeSaturdays – Glendora Urban Trail	July 21, 2018	14	Ride from Glendora City Hall to Glendora Urban Trail.
Glendora #BikeSaturdays – Bicycle Maintenance Class	August 11, 2018	26	Free bicycle maintenance class at Finkbiner Park followed by a ride through Glendora BFBD.
South Pasadena #BikeThursdays – Cookies & Cream	August 23, 2018	10	Ride from South Pasadena Station to Cookies and Cream for free ice cream.
South Pasadena Seersucker Slow Roll	August 26, 2018	24	Ride from South Pasadena Station through historic, tree-lined streets, to Eddie Park for a picnic lunch, featuring free watermelon and lawn games. Participants encouraged to wear seersucker or other vintage attire.
Glendora #BikeSaturdays – Glendora Florist	September 8, 2018	8	Ride from Glendora City Hall to Glendora Florist for a floral arrangement demonstration.
South Pasadena #BikeThursdays – Simplee Boba	September 27, 2018	11	Ride from Simplee Boba (with 10% discount off order) through BFBD to South Pasadena Station.



Event Name	Date	Attendees	Description
BEST Class: Bike 1 – Back to Basics – South Pasadena	September 29, 2018	2	Free bike safety class presented by Metro BEST, ActiveSGV, and the City of South Pasadena.
BEST Class: Bike 2 – Rules of the Road – South Pasadena	October 6, 2018	10	Free bike safety class presented by Metro BEST, ActiveSGV, and the City of South Pasadena.
Women on Wheels Sweet & Savory Ride – Glendora	October 7, 2018	10	Multi-generational ride for women and women-identifying persons from Finkbinder Park through Glendora BFBD with stops at Donut Man, local parks, and Red Lounge Café for brunch.
BEST Class: Bike 3 – Street Skills – South Pasadena	October 14, 2018	13	Free bike safety class presented by Metro BEST, ActiveSGV, and the City of South Pasadena.
South Pasadena #BikeThursdays – Scenes from Halloween	October 25, 2018	48	Halloween movie scene ride from South Pasadena Station and featuring Cookies and Cream.
BEST Class: Bike 1 – Back to Basics – Glendora	October 27, 2018	4	Free bike safety class presented by Metro BEST, ActiveSGV, and the City of Glendora.
Glendora #BikeSaturdays – Family Fun Ride	November 10, 2018	7	Family-friendly ride with Top Billing Entertainment from Glendora Village Bus Plaza. Riders were encouraged to dress up as their favorite theater, movie, or storybook character to receive an extra raffle ticket.
BEST Class: Bike 2 – Rules of the Road – Glendora	November 17, 2018	-	Postponed due to low enrollment.
BEST Class: Bike 3 – Street Skills – Glendora	November 24, 2018	4	Free bike safety class presented by Metro BEST, ActiveSGV, and the City of Glendora.



## B. EVALUATION SURVEYS

### BUSINESS PARTICIPATION SURVEY

This short survey asks participating businesses to evaluate their experience being part of one of the pilot BFBDs.

#### I. Business Info

- a. Which Bike Friendly Business District (BFBD) is your business located in?
  - Glendora
  - South Pasadena
  
- b. Did your business participate in the BFBD?
  - Yes
  - No
  
- c. If your business did not participate in the BFBD, why not?
  - Not interested
  - Not aware of the opportunity
  - Too many requirements
  - Did not see benefits
  - Other
  
- d. How did your business participate in the BFBD? *Check all that apply*
  - Post flyers about upcoming events and workshops
  - Share messages and notices on social media
  - Sponsor a business/company ride or riding club
  - Display a BFBD window cling or poster
  - Participate in a local bike-friendly community event
  - Offer discount on purchases or services to customers with bikes
  - Sponsor or donate items to active transportation community events (e.g. Bike to Work Day, open streets events, etc.)
  - Install bike rack or outdoor bicycle parking
  - Provide secure indoor bicycle parking
  - Provide bicycle maintenance tools (e.g. floor pump)
  - Provide other free amenities to customers with bikes (e.g. water, Wi-Fi, public restroom)
  
- e. During BFBD events, did your business see an increase in sales?
  - Yes
  - No
  - Other



- f. In general, did your business see an increase in sales during the BFBD pilot?
- Yes
  - No
  - Other
- g. Do you plan to continue offering discounts/incentives to customers with bikes?
- Yes
  - No
  - Other
- h. If you are not planning to continue to offer discounts/incentives, may we ask why?

## II. BFBD Info

- a. Are there additional types of bike/pedestrian/transit amenities you would like to see in the district and surrounding neighborhood? *Check all that apply.*
- Bike rack
  - Bike corral
  - Bike lanes (Class II)
  - Protected bike lane (Class IV)
  - Bus shelters
  - Signage / wayfinding
  - Complete Streets upgrades (e.g. bike and bus lane, pedestrian island, etc.)
  - Tree canopy and other urban greening upgrades
  - Other
- b. What do you think was most successful about the BFBD pilot?
- c. What would you like to see improved or changed?

# EVENT PARTICIPATION SURVEY

This short survey asks event participants to evaluate their experience attending a bike-related event or community ride in the Glendora and/or South Pasadena BFBD.

## I. Event Info

- a. Please select which event(s) you participated in.
- South Pasadena Farmers Market – Free Bike Valet (Recurring)
  - South Pasadena #BikeThursdays (Recurring)
  - Glendora #BikeSaturdays (Recurring)
  - Taste of Glendora Bike Ride (November 2017)
  - Taste of South Pasadena Bike Ride (November 2017)
  - SGV Greenways: The Emerald Necklace Bike Train (November 2017)
  - Glendora Citizen Science Street Study by Bike (January 2018)
  - South Pasadena Women on Wheels Pedal and Pilates (January 2018)
  - South Pasadena City Cycling Class (January 2018)
  - South Pasadena Citizen Science Street Study by Bike (February 2018)
  - Crush on Bikes Valentine's Ride (February 2018)
  - South Pasadena Earth Month Ride with the Mayor (April 2018)
  - South Pasadena Seersucker Slow Roll (August 2018)
  - South Pasadena Bike Safety Classes (September / October 2018)
  - Glendora Women on Wheels Sweet and Savory Ride (October 2018)
  - Glendora Bike Safety Classes (October / November 2018)
  - None of the above
- b. How did you hear about the event(s)?
- Metro Bike Facebook or Instagram Ad
  - Friend/Family (via word of mouth)
  - Friend/Family (via social media)
  - Bike Friendly SGV Website
  - ActiveSGV/BikeSGV Social Media or Email Communication
  - Internet Search (e.g. Google or other search engine)
  - Other
- c. Overall, how would you rate the success of the event(s)?
- 1 = Not Successful
  - 2
  - 3
  - 4
  - 5 = Very Successful

- d. The event showed me how to bike safely to a local business.
- 1 = Strongly Disagree
  - 2
  - 3
  - 4
  - 5 = Strongly Agree
- e. After attending an event, I am more likely to visit local businesses in the district
- 1 = Strongly Disagree
  - 2
  - 3
  - 4
  - 5 = Strongly Agree
- f. Would you participate in future events?
- Yes
  - No
  - Other
- g. What type of events would you like to see offered in the BFBD?
- Bike rides
  - Bike education and safety classes
  - Bike valet at community events (e.g. farmers market, community festivals, etc.)
  - Other

## **II. Event Info**

- a. I know more about my options for using public transit to get to and from the BFBD. (1=Strongly Disagree, 2=Strongly Agree)
- b. Bicycle infrastructure in my community allows me to travel safely to and from the BFBD. (1=Strongly Disagree, 2=Strongly Agree)



- c. Are there additional types of bike/pedestrian/transit amenities you would like to see in the district and surrounding neighborhood? Check all that apply.
- Bike rack
  - Bike corral
  - Bike lanes (Class II)
  - Protected bike lane (Class IV)
  - Bus shelters
  - Signage / wayfinding
  - Complete Streets upgrades (e.g. bike and bus lane, pedestrian island, etc.)
  - Tree canopy and other urban greening upgrades
  - Other
- d. What do you think was most successful about the BFBD pilot?
- e. What would you like to see improved or changed?

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