



2025-2028

# STRATEGIC PLAN

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The Promise of More Biking

# WELCOME



Dear Friends,

We're happy to share our Strategic Plan with you at this important time in transportation planning. With thoughtfulness and intention, we are thinking about how we get around and the implications for our personal and societal health and well-being.

New mandates and funding encourage active lifestyles that are good for mind, body, and the environment while contributing to productivity, accomplishment, and a healthy economy.

Our governments – local, state, and federal – increasingly recognize the urgency to reduce our dependence on single occupancy vehicles and embrace walking, biking, and transit. Bike Newport is supporting these goals with education and collaborative planning and implementation. Since 2011 Bike Newport has been providing context and guidance, leading collaborative initiatives, and running educational programs to make our roads safer to bike and walk.

During the pandemic, we pivoted to ensure that the desire for bicycles was met with equipment and support – so much so that we received the national “Bicycle Advocacy Organization of the Year” award from the League of American Bicyclists. We continue to embrace the ethos of responsiveness and the commitment to listening to the community to identify and respond to needs and ideas to optimize outcomes.

This document is the framework and the roadmap for our work ahead. We are grateful to all who contributed to our strategic planning process – especially the hundreds of community members who shared their valuable insights through surveys and interviews.

We offer special thanks to the van Beuren Charitable Foundation for funding this process, and to Jill Pfitzenmayer of the Rhode Island Foundation for her guidance.

With gratitude,

A handwritten signature in black ink, appearing to read "Bari Freeman".

Bari Freeman  
Executive Director and Founder

A handwritten signature in black ink, appearing to read "Glenn J. Bradfield".

Glenn Bradfield  
Board Chair

# EXECUTIVE SUMMARY

Bike Newport is at a pivotal point in our growth and development. As bicycling is increasingly recognized as a solution to health, economy, and environmental challenges, emerging needs create opportunities that call for thoughtful action.

Past activity prepared us to respond proactively to the hand-in-hand phenomena of the community's desire to bike and walk and the government's efforts to reduce carbon emissions. We're succeeding in large part because society's shifting priorities align with the case we've been making for bicycle friendly planning. Where our original strategic goals included infrastructure advances in theory, our current goals address infrastructure advances in practice - a marked shift in our transportation culture.

This Strategic Plan is informed by the direct and indirect outcomes of our core initiatives, as well as the thoughtful content shared in 168 stakeholder surveys and 35 individual interviews.

Our community is defined primarily by the geographic area of Aquidneck Island, with Newport serving as our urban hub and the location of our offices and program spaces. As the largest staffed and funded bicycle advocacy organization in Rhode Island, our influence extends to neighboring communities and our impact ripples across the state.

Our work recognizes and serves the full community with intentional focus on overcoming historic, systemic, and literal barriers to ensure inclusivity and "Biking for Everyone."



# SOME CURRENT CONTEXT

Car rides on Aquidneck Island (15 miles long and 5 miles wide):

**UNDER 4 MILES: 80%**



**UNDER 2 MILES: 50%**



**UNDER 1 MILE: 24%**



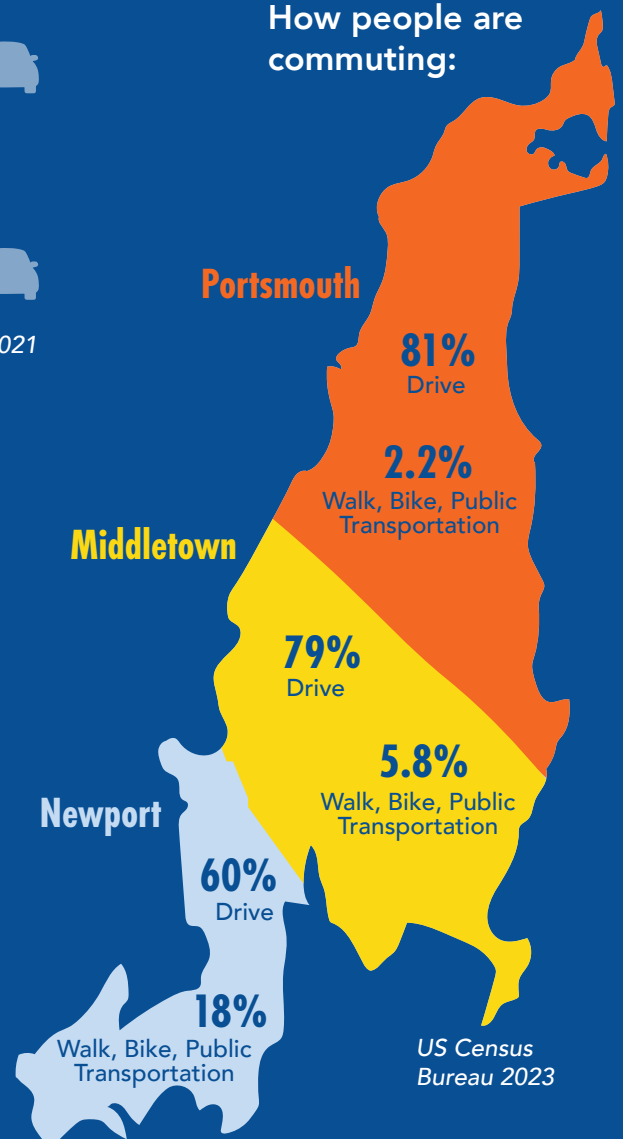
Replica, Fall 2021



51% of adults in 50 major US cities **want to** ride bikes but don't because they are concerned.

*Journal of the Transportation Research Board 2016*

How people are commuting:



*US Census Bureau 2023*

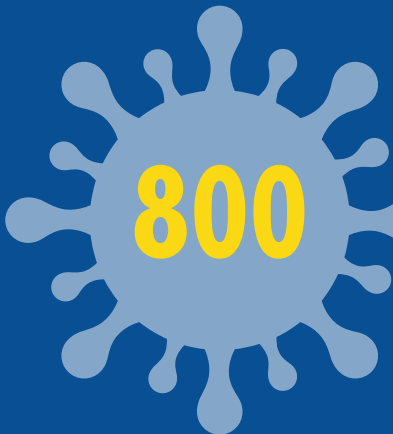
# IMPACT



Students receiving in-school on-bike safety education from Bike Newport annually:

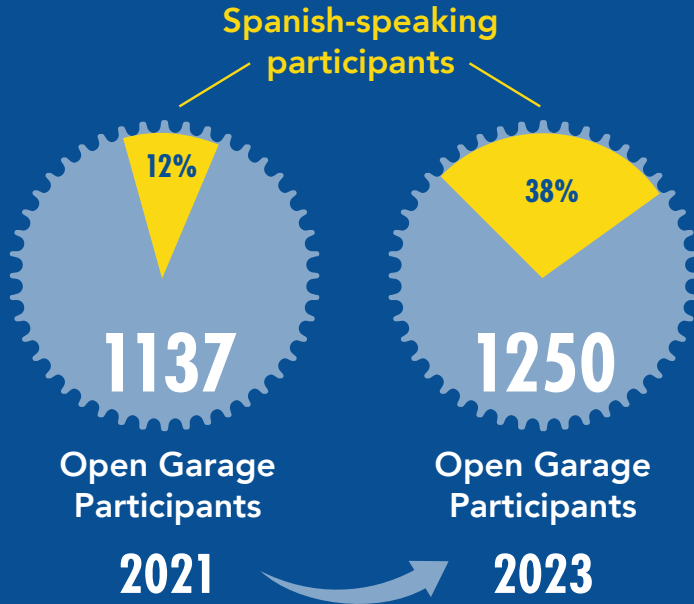
**150** Pell Elementary School

**150** Thompson Middle School



**800** Bicycles distributed by Bike Newport during COVID

Which led to the "Bicycle Advocacy Organization of the Year" award by the League of American Bicyclists in 2021



## Bikes at Major Events:



## OUR MISSION

*To ensure that bicycling is a viable, safe, and comfortable primary choice for transportation and recreation.*

## OUR VISION

In our ideal community, bicycles receive equal consideration with other transportation modes in community planning and investments. All riders feel invited and safe because our infrastructure makes it clear that bicycles are expected and protected.

A culture of respectful, safe road sharing is achieved through good design and good practices by all road users. An equitable and sustainable transportation system contributes to clean air, healthy people, and an exceptional quality of life.



## OUR VALUES

**We value the power of culture and community to create positive change.**

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**We value all members of the community and work with intention to overcome barriers to equal participation in our organization and in our work.**

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**We value creativity and innovation in establishing solutions that prioritize participation by everyone.**



# OUR AREAS OF FOCUS

The strategic planning process confirmed three areas of focus most entrusted to Bike Newport by our community:

## 1 Leadership and advocacy for improved biking and pedestrian infrastructure

Our first twelve years of conveying the benefits of bicycling as reasons to invest in bicycle education and infrastructure established Bike Newport as a trusted leader in this arena. Outcomes of this work align with our community's current needs and desires to use bicycles for sustainable transportation, personal physical and mental health, and an improved economy. Studies show that the bicycle industry, bicycle tourism, and the health benefits from bicycling create jobs, economic activity, and cost saving.\* Our job now is to work with the community, the municipalities, and the state to implement plans for this improved infrastructure.

## 2 Inclusive cycling culture

Bike Newport is recognized as a model of inclusivity and a champion of removing barriers to participation. No element of personal identification, practice, or being will be an obstacle, and every effort will be made to create a welcoming, safe, and joyful experience for all.

## 3 Bicycle safety education

Teaching bicycle handling skills and the cooperative road sharing rules for streets and paths leads to more people bicycling, more predictable and consistent behaviors, and safer outcomes for everyone.



\*Bicycling Means Business, League of American Bicyclists 2012



# STRATEGIC GOALS BY 2028

## RIDE ISLAND: BICYCLE NETWORK



Aquidneck Island will have connected and accessible infrastructure for people to walk, ride bikes, and use the bus to get to local destinations.

### By 2026

All three municipalities will have community-informed demonstration projects to pilot improved bicycle and pedestrian infrastructure designs - such as temporary bike lanes - in advance of State Transportation Improvement Program (STIP) implementation years.

### By 2027

Completed feasibility study to add bicycle and pedestrian access to the Pell and Verrazzano Bridges.

### By 2028

Completed designs for priority corridors such as East Main Road and West Main Road to advance implementation of separated paths.



## OPTIMAL SPACE FOR PROGRAM AND PROGRESS

Bike Newport will have the necessary physical space and facilities for all operations and programs.

### By 2026

Completed analysis of current and future space use and needs.

### By 2027

Identified potential new space and financial requirements to support it.

### By 2028

Occupying new space that accommodates the quality and breadth of our work.

## SUSTAINABLE TRANSPORTATION PRACTICES

The number of people who ride bicycles as a transportation choice steadily increases.

*Using bicycle ridership to newportFILM outdoor screenings as a measurable gauge:*

### By 2026

25% increase from 2024.

### By 2027

50% increase from 2024.

### By 2028

100% increase from 2024.

## BICYCLE SAFETY EDUCATION

Bicycle safety education for both standard bicycles and e-bikes will be available to school students and adults in Middletown, Newport, and Portsmouth.

*All bicycle education classes will include surveys to measure participant progress and to ensure that programs are meeting their needs.*

### By 2026

Safe cycling in grades 3 and 5 of Newport Public Schools will be taught directly by Physical Education and Health faculty, so Bike Newport educators can expand to additional grades.

### By 2027

Safe cycling education will be introduced in Middletown and Portsmouth public schools.

### By 2028

Safe cycling education will be introduced in Aquidneck Island private schools.

## STRONG ORGANIZATIONAL INFRASTRUCTURE

Bike Newport will have a strong financial base with diverse and steady revenue streams to support high-quality programs and staff.

### By 2026

We will implement a cost-based budget format and analyze fund development activities to ensure that financial goals are being met. We will be fully staffed to support the programs and services within our focus areas.

### By 2027

We will have 3 months of LUNA (liquid unrestricted net assets).

### By 2028

We will have a planned giving program that supports the start of an endowed fund.



# PERSONNEL\*

## STRATEGIC PLANNING WORK GROUP

Tyson Bottenus  
Betty Bourret  
Bari Freeman  
Peter Coriander  
Chris Martin  
Allyson McCalla  
Laura Murphy  
Guillermo Rojas  
Clare Woodhead

## BOARD OF DIRECTORS

Glenn Bradfield, *Chair*  
Chris Martin, *Vice Chair*  
Don Hartley, *Secretary*  
Bobby Penha, *Treasurer*  
Tyson Bottenus  
Alex Castillo  
Peter Coriander  
Chyleene O'Connor  
Guillermo Rojas

## ADVISORY COMMITTEE

Elizabeth Dougherty  
Peter Harty  
Renee Kaminitz  
Valerie Larkin  
Laura Murphy  
Monique Peoples  
Sarah Whitehouse

## FULL-TIME STAFF

Bari Freeman, *Executive Director and Founder*  
Chris Barker, *Development Director*  
Allyson McCalla, *Director of Operations*  
Clare Woodhead, *Director of Education*  
Alexis Payano, *Mechanic*  
Gail Ruscetta, *Community Educator*  
Mark Simms, *Mechanic*  
Ric Starry, *Service Manager*

## PART-TIME STAFF

Jed Brainerd, *Greeter*  
Marissa Caito, *Educator/Mechanic*  
Mat Coes, *Web Site Manager*  
Kia Davis, *Communications Consultant*



\*as of November 2024



Learn more at:  
[bikeneuportri.org](http://bikeneuportri.org)

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