

# Data: Synthesis & Theme Report

## *Bike Cleveland 2018 Strategic Plan - Setting Our Next Five-Year Course and Beyond*

### Purpose

This report outlines survey feedback and themes from interviews and focus groups conducted by S&G Endeavors from the broad Bike Cleveland system in order to help the design team gain insight to the future direction of the organization. The design team and organization are currently working to examine some “growth questions” for Bike Cleveland and have reached out to its broader system (board, members, partners, & other key stakeholders) to get feedback on these questions and to better assess the current state of the organization. These growth questions are being asked, in some fashion, of every stakeholder level at Bike Cleveland. This system wide feedback will help the design team and Bike Cleveland leadership best prepare for their large community engagement event (summit) and inform next strategic plan on the most impactful future direction of the organization.

In creating the survey and interview questions, the leadership identified several growth questions they wanted to explore in order to take the organization's' efforts to the next level.

### Growth Questions

1. What should the mission of Bike Cleveland include in our future work: bikes only, or bikes+walking+transit?
2. What role does equity play in Bike Cleveland's work?
3. How can the organization best engage and work with chapters in suburban communities?
4. What key messaging or communications will help the organization best engage its constituencies?
5. How can Bike Cleveland create more diversity in funding and when/how should the organization staff up?
6. What role should Bike Cleveland play in direct Political engagement to change the city's approach to transportation planning?

To help Bike Cleveland tackle these questions, S&G Endeavors worked with Bike Cleveland to design a membership survey and conduct 20 interviews and three focus groups with key stakeholders to gain feedback with respect to the future direction of Bike Cleveland. All of the data from the surveys, interviews, and focus groups was processed into a data set and

synthesized for overall themes. The following sections provide a description of the data set and synthesis process, align the feedback with the growth questions, highlight overall themes from the data, and provide next steps for the organization.

## Data Set

The full data set of survey data, interviews , and focus group responses can be navigated here - [Bike Cleveland Full Data Set](#).

- Stakeholder Interviews - These one on one interviews were conducted in confidentiality with S&G Endeavors. The data set has one page for all of the responses and separate pages of themes for each question that was asked of respondents.
- Focus Group Interviews - Three focus groups were conducted for this process. Their responses are also captured on one page and separately for each question that was asked.
- Survey Monkey - The data set includes the full set of responses from the survey participants. Full summary results can also be viewed here - [Bike Cleveland 2018 Survey Results](#).

## Strategy for Analysis

The next section of the report aims to connect themed feedback from the three different data collection activities to try and answer the growth questions listed above in order to best inform the next strategic plan for Bike Cleveland. The interview and focus group data was themed using a keyword analysis. Each line item suggestion from an interview or focus group is documented and sorted according to the keyword(s) used in the suggestion. For example, when a participant says “We want to connect public infrastructure to people who need it.” that comment gets tagged as “Infrastructure. Connect People.” Once that process is complete we start the sorting process for the comments and uncover themes that start to emerge. The next section uncovers those themes and starts to tell the story of the potential best next steps for Bike Cleveland. Using the growth questions as a guide, summary themes from the data collection process are used to best answer the questions and provide insight for leadership to use on future strategy planning, event planning, and goal setting.

## Themes

Looking across the data sets for each survey, themes emerge. Looking at our growth questions provides a good starting point to categorize the data and to begin the discussion of “What’s Next?” for Bike Cleveland. Each question is outlined with specific relevant information from the survey, interviews, and focus groups. It is important to remember that the responses provided for each question are not definitive answers, rather a summary of ideas, thoughts, or suggestions that came up frequently during data collection.

## 1. What should the mission of Bike Cleveland include in our future work: bikes only, or bikes+walking+transit?

This was an interesting question for the group. It seemed like every time someone said “yes” to the change another person said “no” or “not sure”. Everyone did seem to agree however, that advocating for increased walkability and improved transit/infrastructure has a direct impact on cycling advocacy.

With regards to walking, the interview respondents had about 16 yes comments noted in their responses; with 6 “no” comments noted and 7 comments where individuals would be “concerned” by changing the mission. The focus group participants had a “no” response for the mission change for every “yes” response. From the survey participants we see that 81% of respondents feel that walking and pedestrian advocacy relates to Bike Cleveland’s mission and responded that it was important to them personally. Regarding transit, we see that 80% of respondents believe that transit/transportation advocacy relates to the mission of Bike Cleveland and 77% responded that this type of advocacy is important to them.

With the focus groups, there was strong data to support that Bike Cleveland should lead a multimodal approach with a focus on cycling. The groups want Bike Cleveland to “Be Purposeful” on how you approach any mission change and avoid taking on too much advocacy or allowing for mission creep. The individual interviews were aligned in recognizing that transit advocacy and policy directly impacts cyclists and should be a focus of Bike Cleveland. Future conversations should be used to determine the best approach and timeline to continue its advocacy efforts in transit and be a leader for strengthening other organizations and groups advocacy efforts.

## 2. What role does equity play in Bike Cleveland’s work?

Equity was an interesting topic for the respondents. Everyone has different opinions on what equity is/means and even more varied opinions on how Bike Cleveland should approach equity issues in their work. Tackling issues regarding equity was the third highest referenced issue uncovered in the individual interviews. Specifically, interview respondents referenced equity issues as imperative to “ensuring all demographics are engaged” and making Bike Cleveland an “attractive investment for funders and donors”.

The focus group participants had three themes emerge from their discussion on equity. The participants identified access, broadening the network, and targeted assistance/attention to the East Side as the key relevant drivers for what “equity” would mean to them as it relates to Bike Cleveland. They also identified three main areas where inroads could be made to

serve varying demographics - bike maintenance activities, diversifying membership, and engaging chapter leaders.

The survey participants were asked to respond to some specific issues on what equity means for Cleveland. These three responses were the top vote getters:

For Cleveland and Bike Cleveland Equity Means:

*“As a person who rides for recreation I can ride in the park without being harassed by passing motorists” - 78%*

*“As a person who rides in the suburbs I can easily commute to work or school.” - 60%*

*“As a person who has a limited-income I can use and have access to safe bicycle routes to get from home to work/school.” - 54%*

In order to make those three things happen, the survey participants identified what Bike Cleveland should be doing to ensure that we are serving all of the varying demographics that exist in our community. With a specific focus on making sure underserved populations are engaged in Bike Cleveland's work, the respondents feel that the organization needs to:

- Better connect the region to safe bike/ped infrastructure.
- Engage and Partner with underserved Communities. Be visible.
- Outreach & Education [Continue]

### 3. How can the organization best engage and work with chapters in suburban communities?

The individual interviews showed three specific areas where people thought that Bike Cleveland could continue to make inroads with chapters in suburban communities. Generally, participants felt that the organization should build a regional network, diversify their membership, and engage/continue community activities. There was also strong support overall to build a regional network as this idea was identified as one of the top four overall themes from the combined interview data.

The focus group participants did not specifically focus on this question, but felt that the organization needs to improve its collaboration and community building efforts. The groups also identified the need to better engage the community and make deep connections in the region. A focus on building a regional network and deepening the collaboration and community building efforts are an area of focus that could strengthen chapters in suburban communities. Participants are also encouraged to review the focus group data as a specific focus group did seek input from chapter leaders and may offer more direct advice on engagement in that area.

The survey participants did not specifically focus on engaging chapters in suburban communities, either but identified several programming efforts they felt Bike Cleveland should offer/continue to offer - hosting fun/creative events, conducting advocacy training/workshops, and providing maintenance & safety education. Empowering and finding funding for chapters in suburban communities to work on these programs and continue to build the regional network is a definite opportunity for Bike Cleveland.

#### 4. What key messaging or communications will help the organization best engage its constituencies?

Survey participants indicated that the e-newsletter (54%), Facebook (44%), and website (21%) were the top communication tools where members and others find out information about Bike Cleveland. When asked about ways that Bike Cleveland should communicate advocacy alerts 208 people skipped the question and 134 responded. Of the 134 that responded 64 folks said “no, nothing, n/a” and the other responses varied with some folks offering concrete suggestions like billboards, signs in businesses, media/print/radio, text messaging and expanding the e-mail list.

The survey participants also gave specific feedback on the “We’re All Drivers Campaign”. Generally, around 70% of the respondents felt that the messaging of the campaign was done well. However, 68% of the respondents felt that the campaign was only somewhat effective or not effective at all. That data does not indicate a gap or problem in the messaging but rather in the delivery of the messaging or program toward it’s intended audience. This may be offset by a more strategic push toward some of the suggested promotional channels listed above (i.e. billboards, commercials, ad/email campaigns).

The interviews and focus groups did not specifically tackle this question of messaging and communication but a general increase in communication was identified as an avenue that Bike Cleveland could improve overall.

#### 5. How can Bike Cleveland create more diversity in funding and when/how should the organization staff up?

The second question was more clearly defined by the participants across the board - Bike Cleveland needs to diversify its membership, board, and leadership make up. This was a key theme from the focus groups and individual interviews. From the survey, we see that 83% of the participants identified themselves as caucasian, clearly indicating a gap of responses from minority respondents.

Regarding diversification of funding, the individual interviews indicate that more direct approach toward tackling equity issues in Cleveland would be an avenue for Bike Cleveland to consider. Working with and in specific communities, along with local officials, and regional chapter directors on specific plans and programs for that area could be a driver of membership and creative funding. They also felt that identifying research opportunities, aligning with corporate wellness programs, and “Communicating Aggressively” could all be opportunities to move the needle toward increased funding.

When asked about membership, 57% of survey respondents were members of Bike Cleveland and 61% of respondents became a member to support the mission of the organization. Overall, 89% of respondents are satisfied with their membership. However, only 22% of respondents affirmed that they were a member of a local Bike Cleveland Chapter. If Bike Cleveland is looking to build a regional network of chapters, it will be important to have staff that are able to support a robust member driven network.

## 6. What role should Bike Cleveland play in direct Political engagement to change the city’s approach to transportation planning?

Tying back to question 5, if Bike Cleveland can create a robust regional network that is self managed, they can focus at the leadership level on continuing its strong advocacy and infrastructure efforts. A strong “local chapter” regional network, managed properly, will allow the leadership at Bike Cleveland to tackle other considerations for more funding such as grant partnerships, regional programming, and transit advocacy “Vision Zero”/“Complete Streets”.

There is strong data from the individual interviews that indicates people feel Bike Cleveland should continue its advocacy efforts and coordinating infrastructure projects and conversations. Bike Cleveland is looked at as a premiere advocate and development partner that can coordinate with other organizations and groups using cycling as the entry point, leading toward improved transit and infrastructure in the greater Cleveland area. There is also a less articulated theme that Bike Cleveland can be a catalyst for other advocacy organizations and in potentially creating more formal advocacy organizations that might not currently exist (i.e. Walk/Ped organizations) and better support transit advocates/organizations.

The focus group participants also indicate that infrastructure should be a key target area for Bike Cleveland but that the organization should continue to advocate a multimodal approach and tie their efforts back to cycling.

Survey participants identified 5 program areas where Bike Cleveland best met the overall mission for the organization:

- Advocating for bike facilities – bike lanes, The Midway, protected bike lanes, etc. - 94%
- Advocating for bike/ped friendly policies – Vision Zero, 3ft passing, complete streets, etc. - 94%
- Safe Routes to School Programs – Youth bike education - 80%
- Encouraging Ridership - Bike to Work Day, Partnerships (Cleveland Metroparks, Slow Roll, etc.) - 77%
- Police Education Programs - 75%
- Public Awareness – “We’re All Drivers” Campaign - 75%

The top two from that list (advocating for facilities, advocating for policies) tie directly back into the importance for direct political engagement. It could also be argued that Safe Routes to Schools and Police Education could also be opportunities for specific political engagement with those organizations (schools & police departments).

When asked about what ideas could increase riding overall, several folks felt that protected bike lanes, increased connected infrastructure and continued advocacy and education for cyclists, motorists, and the overall community would be beneficial to increase ridership. In order to impact the creation of protected bike lanes and a connected community infrastructure, direct political engagement in the planning process would be necessary.

## Summary

### Overall Analysis

Looking across the individual interviews and focus groups, we can see several “High Priority” themes emerge. The following chart shows the themed keywords for the responses from each interview or group. These are themes of keywords that showed up the most across ALL of the questions that were asked of respondents.

Individual Interview Themes	Focus Group Themes
Engagement (Youth, Families, Communities, Leaders, ORGS) - 30 Transit Advocacy/Development Partner - 30 Tackle Equity Issues - 25 Build a Regional Network - 20 Diversify Staff/Board/Membership - 20 Infrastructure Barrier/Opportunity - 19	Advocacy - 25 Diversify Membership/ Engage Different Segments - 11 Access - 10 Community Building & Presence - 10 Infrastructure - 8 MultiModal Advocacy with a Bike Focus - 8

Funding Development - 15 Safety Education & Programming - 14 Advocacy - 14 Community Activities - 14	
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From the table we can see a couple patterns that emerge when you look at the keywords from both columns. Overall engagement and specific intentional engagement of different segments of people needs to continue and improve. This should be a priority for Bike Cleveland's next plan. Bike Cleveland is a leader in the advocacy field and should continue to be a direct advocate for transit, infrastructure and city planning. Building a regional network and making a concerted effort toward creating a diverse organization that helps to better connect riders to the region will not only impact Bike Cleveland's mission but also create a more vibrant connected and healthy region for everyone.

### Limitations

With any qualitative analysis, there are some limitations to the reporting. For this report, we've identified some areas where the data was limited. Some questions themed because they were asked (equity) specifically across all three areas (interview, focus group, survey) and other areas (funding opps/messaging) may not have themed because they were not asked consistently from all three areas. Some items may not have themed because of the different wording that were used in the questions. Individual understanding of those topics per person are different. For example, Diversity/Equity/Access/Underserved all have specific meanings to people and each person responds differently when they are asked questions that include those words.

The final questions from the individual interviews and focus groups asked respondents for additional feedback that had not already been asked for/provided. These responses were used in obtaining the overall themes, but individual results for these questions were omitted from the summary documents because the feedback was specific to that person or was provided as an add on to a previously given idea.

### Next Steps

The Bike Cleveland leadership and the design team for the accelerator event should use this report, the corresponding data set, and the summary appendices listed below to answer (on their own) the growth questions outlined above. What do you see from the results that is most important? What firm answers does this solidify for you? What are the key areas where Bike Cleveland should focus?

Using the information from this report and the next draft strategy from the Bike Cleveland leadership, try to determine the best approach for the organization for the next few years. Think about the best conversations that should occur at the accelerator event to really identify the best next steps moving forward.

# Appendix I

## Stakeholder Interviews - Summary Themes

### Overall Themes

- Advocacy - 14
- Community Activities - 14
- Support Vulnerable Communities - 8
- Diversify Staff/Board/Membership - 20
- Engagement (Youth, Families, Communities, Leaders, ORGS) - 30
- Tackle Equity Issues - 25
- Funding Development - 15
- Infrastructure Barrier/Opportunity - 19
- Transit Advocacy/Development Partner - 30
- Build a Regional Network - 20
- Safety Education & Programming - 14"

### Question Specific Themes

Q1 - What are you doing already, either in your work or in your community, that Bike Cleveland should know about?

- Policy/Research
- Planning
- Fundraising
- Equity Development

Q2 - How can Bike Cleveland be the most effective partner to best support you and your work?

- Education
- Engagement
- Transit Advocacy

Q3 - What should Bike Cleveland be doing as an organization? What type of organization do you want Bike Cleveland to be?

- Regional Approach
- Infrastructure
- Diversify/Increase Membership

Q4 - What are some of the barriers for our community that are obstacles to getting more people biking and walking? What are the needs you see from your vantage point that Bike Cleveland is poised to help address?

- Safety Concerns
- Lack of Connected Infrastructure
- Social Stigma/Cultural Differences in Biking

Q5 - What do we need to do to best serve Bike Cleveland chapters and/or suburban people who bike and walk?

- Build a Regional Network
- Diversify Membership
- Engage/Continue Community Activities

Q6 - What do we need to do to ensure that we are serving all demographics that exist in our community, specifically to ensure underserved populations are engaged in our work and not ignored?

- Engage with Intention
- Diversify Membership/Board/Staff
- Equity Issues/Training
- Community Activities

Q7 - Bike Cleveland is considering expanding its official mission (currently focused on cycling) to include walking. What are your thoughts around this expansion?

- Change Concern - 7
- Mission Change no - 6
- Mission change Yes - 16

Q8 - Bike Cleveland is considering expanding its official mission (currently focused on cycling) to include transit/public transportation. What are your thoughts around this expansion?

- Mission change no - 3
- Mission change yes - 2
- Be an advocate for transit - 5
- Transit Advocacy Impacts/Could Impact Biking and Walking - 16

Q9 - What would make Bike Cleveland an even more attractive investment for funders and donors?

- Equity Issues - 7
- Fundraising Improvement & Creativity - 7
- Research/Corporate Wellness/Communicate Aggressively - 4 (ea)

# Appendix II

## Focus Group Interviews

### Overall Themes

Access - 10  
Advocacy - 25  
Community Building & Presence - 10  
Diversify Membership/ Engage Different Segments - 11  
Infrastructure - 8  
MultiModal Advocacy with a Bike Focus - 8

### Question Specific Themes

Q1 - What are the things you believe Bike Cleveland has been doing well?

Advocacy  
Community Events/Building  
Leveraging Resources

Q2 - What things do you think that Bike Cleveland could do better?

Advocacy - Stronger/More strategic  
Better - Communication, Collaboration, Community Building

Q3 - What do you want Bike Cleveland to be doing? What type of organization do you want Bike Cleveland to be?

Engaging the Community  
Working on Infrastructure Projects  
Making Deep Connections

Q4 - Bike Cleveland is considering expanding its official mission (currently focused on cycling) to include walking. What are your thoughts around this expansion?

For every yes there is a no/concern.  
Argument for Multimodal approach with a Bike Focus  
Be purposeful on how you approach.

Q5 - Bike Cleveland is considering expanding its official mission (currently focused on cycling) to include transit/public transportation. What are your thoughts around this expansion?

For every yes there is a no.  
Consider active transportation  
Broaden network.

Q6 - What does Bike Equity in Cleveland mean to you?

Access  
Broaden Network  
East Side Assistance

Q7 - What do we need to do to ensure that we are serving all demographics that exist in our community, specifically to ensure underserved populations are engaged in our work and not ignored?

Bike Maintenance Ideas  
Diversify Membership  
Engage Chapter Leaders

## Appendix III

### Survey Monkey Summary Themes

#### Q1

Bike Cleveland organizes a number of programs and events that serve our mission of building livable communities by promoting all forms of cycling and advocating for the rights and equality of the cycling community. Of the list of programs below which do you feel provide the most value to accomplishing our mission?

- Advocating for bike facilities – bike lanes, The Midway, protected bike lanes, etc. - 94%
- Advocating for bike/ped friendly policies – Vision Zero, 3ft passing, complete streets, etc. - 94%
- Safe Routes to School Programs – Youth bike education - 80%
- Encouraging Ridership - Bike to Work Day, Partnerships (Cleveland Metroparks, Slow Roll, etc.) - 77%
- Police Education Programs - 75%
- Public Awareness – “We’re All Drivers” Campaign - 75%

#### Q2

What other programs would you like to see Bike Cleveland offer?

- Fun/Creative Events
- Advocacy Training/Workshops
- Maintenance & Safety Education

#### Q3

Read the following statements and select all that define what you believe true bike equity means for Cleveland.

As a person who rides for recreation I can ride in the park without being harassed by passing motorists - 78%

As a person who rides in the suburbs I can easily commute to work or school. - 60%

As a person who has a limited-income I can use and have access to safe bicycle routes to get from home to work/school. - 54%

#### Q4

What should Bike Cleveland be doing to ensure that we are serving all of the varying demographics that exist in our community, specifically making sure underserved populations are engaged in our work?

Better connect the region to safe bike/ped infrastructure.

Engage and Partner with Communities. Be visible.

Outreach & Education (Continue)

#### Q5

How do you hear about news and activities happening at Bike Cleveland? How do you plug in?

E-newsletter - 54%

Facebook - 44%

Website - 21%

#### Q6

Are there ways you'd like Bike Cleveland to communicate advocacy alerts and events that we are not using?

There were a not of no/nope responses for this question and some helpful suggestions (billboards, news/radio, expand mailing list etc)

#### Q7 & 8

We're All Drivers Campaign - Generally, around 70% of the respondents felt that the messaging of the campaign was done well. However, 68% of the respondents felt that the campaign was only somewhat effective or not effective at all.

#### Q9, 10, 11, 12

81% of respondents feel that walking and pedestrian advocacy does relate to Bike Cleveland's mission and responded that it was important to them personally. 80% of respondents also believe that transit/transportation advocacy relate to the mission of Bike Cleveland and 77% responded that this type of advocacy is important to them.

#### Q13, 14, 15, 16, 17

57% of respondents were members of Bike Cleveland and 61% of respondents became a member to support the mission of the organization. Overall, 89% of respondents are satisfied with their membership. Only 22% of respondents affirmed that they were a member of a local Bike Cleveland Chapter. 122 individuals indicated several reasons keeping them from becoming members such as moving out of the are, not having any money, not being clear on alignment with the organization, and a general lack of understanding about what the organizations' efforts.

#### Q18, 19 20

75% of the respondents are confident while riding in the street. 70% of respondents bike at least a few times a week with recreation, commuting, running errands, and connecting to other modes of transport as the key reasons for biking. Weather, road conditions, and work/family obligations, a far away destinations were noted as reasons that keep people from riding more. Several folks felt that protected bike lanes, increased connected infrastructure and continued

advocacy and education for cyclists, motorists, and the overall community would be beneficial to increase ridership.