

SINCE 1973,
YOUR ADVOCATE
FOR BICYCLING,
WALKING AND
PUBLIC TRANSIT.



40 YEARS OF
TRANSPORTATION
ALTERNATIVES

EST. 1973

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TRANSPORTATION
ALTERNATIVES

2012-2013 ANNUAL REPORT

TRANSPORTATION
ALTERNATIVES'
MISSION
IS TO RECLAIM
NEW YORK CITY'S
STREETS FROM
THE AUTOMOBILE,
AND TO ADVOCATE
FOR BICYCLING,
WALKING AND
PUBLIC TRANSIT
AS THE BEST
TRANSPORTATION
ALTERNATIVES.



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WELCOME

In 1973, a small group of concerned New Yorkers founded Transportation Alternatives to reclaim New York City streets from automobiles. Forty years later, that mission does not waver. The few who founded Transportation Alternatives recruited and multiplied, and today, T.A.'s tent of supporters is packed with New Yorkers, effective and impassioned. Their zeal buoys every T.A. campaign and their effect is found in New York City's revolutionized geography. From grand public spaces to local bike lanes, T.A.'s supporters pave the way to remarkable changes in New York City's transportation infrastructure and transform New Yorkers' understanding of bicycling, walking and public transit.

Every day, Transportation Alternatives works with a network of 100,000 New Yorkers who regularly take action, birddog public officials and testify to the consequence of T.A.'s mission. Each week, T.A. organizes local meetings, protests, rallies, petition drives, community gatherings and on-street actions to amplify those 100,000 voices. **By the power of these people and a track record of transformative change, T.A. sways New York City's most influential decision-makers.**

T.A. is a membership organization supported by more than 10,000 dues-paying members and scores of foundations. T.A.'s five annual bike tours – the Tour de Brooklyn, Tour de Queens, Tour de Bronx, Tour de Staten Island and the NYC Century Bike Tour – which are boosted by a wealth of national sponsors, take more than 15,000 New Yorkers on an unforgettable

adventure every year, touring the New York City streets T.A. activism has transformed while generating more than \$400,000 in support of T.A.'s work.

In honor of 2013, Transportation Alternatives' 40th anniversary year, please enjoy a celebratory look back on four decades of activism. Timelines (on pages 6, 14, 20 and 26) chronicle just a few of the ways T.A. advocacy has changed New York City and inspired the nation. Transportation Alternatives' *2012-2013 Annual Report* delves into a forty year history of groundbreaking research, innovative community organizing and transformative activism that continues to re-imagine New York City streets.

Turn the page to start a tour of this year's successes, and a special look back at 40 years of change...

LETTER FROM A FOUNDER

DAVID GURIN

Every week, I find a lively message from Transportation Alternatives in my e-mail inbox, summarizing the most recent changes on the streets and rallying members to help achieve the next goal. In 1973, when I helped T.A. get started, the notion that New York could be saner and safer if people used the streets mostly for walking or bicycling rather than driving cars was as far from most people's imaginations as the possibility of receiving electronic messages on a screen at home. What is now a common point of view was once the opinion of only a few dreamers.

Among these dreamers in the 1950s were the Greenwich Villagers who successfully stopped Robert Moses' plan to bisect Washington Square Park with a highway. This was a forerunner of nationwide protests against the destructive interstates dividing American downtowns. T.A.'s roots are in these struggles, but also in the protest movements of the 1960s. While fighting for civil rights and demonstrating against the war in Vietnam, some activists also saw inequities being built into their own city. In New York, where most people get around on subways or on foot, an excess of public money was devoted to adding convenience for cars.

In 1965, the Lower Manhattan Expressway, which would have thrust 10 elevated lanes through SoHo, was in hot debate. Jane Jacobs, who had recently published *The Death and Life of Great American Cities*, led the opposition against Robert Moses at the height of his power. Jacobs won: Mayor Lindsay scuttled the highway in 1969.

During this period, a precursor of T.A. demonstrated at the General Motors Building under the banner, "Ban Automobiles from Manhattan!" In 1972, I published an article in the *Village Voice*, reporting on bicycle demonstrations in Europe and calling for similar "eco-tactics" in New York. The result, "Action Against Automobiles," organized a few hundred cyclists to ride past the New

York Automobile Show.

In 1973, Rivvy Berkman, Charlie McCorkell (owner of the chain of Bicycle Habitat bike shops) and Barry Benepe (founder of the Greenmarket farmers' markets) re-imagined Action Against Automobiles under the more positive banner, "Transportation Alternatives." Rivvy became T.A.'s first director and raised money to hire a small staff. The first public T.A. action was a "Ride & Rally for a New York Bicycle Lane Network." Red Grooms illustrated the leaflet with a cartoon of delightfully daffy cyclists and Pete Seeger came to sing. Four hundred cyclists showed up at Central Park for a ride to Washington Square. We convinced a *New York Times* reporter to join us. In T.A.'s first mention in the *Times*, we were, "fresh air enthusiasts," who, in replacing the cars on the street, created, "a momentary hush of traffic noise," on Fifth Avenue.

The next year we repeated the demonstration, with the late Ed Koch, then a congressman, riding with us. Jane Jacobs, living in Toronto, wrote to say how glad she was that bicycle demonstrations were happening. T.A. eventually became more than that, not only an activist group and a megaphone for its members' concerns, but also a serious analyst of city transportation, a watchdog, author of landmark studies and voice at the table for the city's biggest transportation decisions.

In the beginning, T.A. was on the fringes of the political map. It took nearly four decades for T.A.'s values to enter the mainstream, but the ideals of the former fringe group can now be seen in the city's bike lanes and pedestrian plazas. There is far more to be done, but what has been accomplished already, in pavement and in public perception, is remarkable.

David Gurin became a Deputy Commissioner of the New York City Department of Transportation in the Koch Administration, and later a Commissioner of Planning in Toronto. He has now returned to his native Brooklyn.

40 YEARS OF EXTRAORDINARY LEADERSHIP

Rivvy Berkman, Executive Director 1973 to 1975
Charlie McCorkell, Executive Director 1975 to 1979
Laurence Reilly, Executive Director 1979 to 1980

Janet Weinberg, Executive Director 1981 to 1984
Gail Boorstein, Executive Director 1986 to 1987
Charles Komanoff, President 1986 to 1992

Ann Sullivan, President 1992 to 1993
Larry Wood, President 1993 to 1994
Jon Orcutt, Executive Director 1989 to 1994

John Kaehny, Executive Director 1994 to 2004
Paul Steely White, Executive Director 2004 to present



THE NEW NEW YORKER

When Transportation Alternatives printed its first stack of leaflets 40 years ago, bicycling was an act of defiance in a country obsessed with expanding interstates. Cities all over America busied themselves paving highways through historic neighborhoods under the banner of “urban renewal.” In New York, Robert Moses’ myopic motor vehicle vision still ruled the day. The reigning idea of progress consisted of adding another lane to the highway at the expense of New York City’s street life and history.

Appalled by rampant highway construction and crumbling city neighborhoods, T.A. was founded in 1973, in the same breath as Earth Day, the Clean Air Act, the Clean Water Act, and with Joni Mitchell still lamenting in America’s ear, “You don’t know what you’ve got till it’s gone, they paved paradise and put up a parking lot.” T.A.’s founders – inspired by community struggles against Robert Moses and amped to fight the dominant paradigm of expanding highways and paving parking lots – had a vision: **New York City built for people, not cars, with an abundance of clean air, space to play, room to breathe.**

Forty years later, New York City is more likely to ditch the parking lot and replace it with a little stretch of paradise. Protected bike lanes ribbon up and down major avenues, a bike share system allows anyone to access a ride and bicycling is as commonplace as recycling. It’s a sea change for New York: green spaces replace gridlock, New Yorkers breathe welcome, clean-aired relief.

But New York City’s transportation blueprint did not turn around in isolation. As cities repopulate nationwide, rising tides and extreme weather add urgency to environmental concerns. Young Americans choose to drive less or not at all. How individuals think about getting from A to B is shifting. In no place are any of those factors more prominent than in New York City.

New York City’s economic center is no longer a Midtown Manhattan bull’s-eye. Now, centers of industry grow in pockets in all five boroughs. All commutes don’t end in the central business district. Residential populations are shifting as they grow. These demographic plate tectonics are boosting bicycle ridership and public transit use to all-time highs. Car use is shifting too, and car owners are using their vehicles less.

Transportation Alternatives provided the tools – better buses, safe and accessible bicycling, walkable neighborhoods – to make Robert Moses’ most machinated transportation projects less relevant than ever before.

For forty years, T.A. swapped cogs and wrenched the machinery of New York City’s transportation networks until the disparate parts worked together. Now, buses as efficient as subways stand in where there’s no route underground. Grand, spacious avenues disperse their widths evenly between users, so New Yorkers on foot, on bike and on bus each have their own path that’s protected, efficient and methodical, and local businesses still receive their daily deliveries on time. And along with T.A., the people of New York City have evolved.

On the renewed streets of New York City, a new breed of New Yorker appears; on bus, on bike, on bus again; their MetroCard as worn as their sneakers, with a Citi Bike key fob alongside the taxi fare in their pocket. This New York City resident does not singularly bike or walk or ride the subway, but carves a logical path from A to B, linking transit modes like puzzle pieces until their unique map is complete. For the new New Yorker, transportation is not a trait, it’s a choice.

The protected bike lane provides a safe haven for the first-time Citi Bike rider. The dedicated bus lane brings the Select Bus Service commuter home to their family faster. The public plaza provides respite for an older New Yorker. These simple innovations, which began as Transportation Alternatives’ proposals, do more than dedicate pieces of pavement to a select population. The changes T.A. wrought in the streetscape created a new New Yorker, and now T.A. has built a brand of advocacy to cater to them. From here on in, T.A. is building every street to every need, so New Yorkers have a choice, every time.

HOW DID T.A. GET HERE?

BETTER BUSES

Before Transportation Alternatives challenged the status quo, the idea of improving busing in New York City was considered a lost cause. The 57-year-old transportation system was notoriously

slow, inefficient and traffic-clogged. Yet on-street public transportation is a necessity in a city where car-ownership is scant, populations are shifting and adding new underground

routes is largely fiscally impossible. By envisioning exactly how much room New York City's bus system could grow and understanding the absolute need for buses that served New Yorkers' daily lives, T.A. pushed for 21st century

buses and redesigned routes. Now, New York City's bus system is more modern, more functional and more useful than ever before, connecting more New Yorkers to where they need to go.



2000s

2010s



2001

T.A. launches the first-ever campaign to improve notoriously slow and inefficient bus service in New York City, and with the generous support of the J.M. Kaplan Fund, points New York City buses toward a more modern future.

2002

The first ever "Pokey Award" is bestowed by T.A. and the Straphangers Campaign on the M96 Bus, the city's slowest. The award ceremony becomes a yearly, tuxedoed tradition to draw attention to the least effective buses in New York City.

T.A. and the Straphangers Campaign publish *Bus Rapid Transit for New York*



City, a comprehensive explanation of how dedicated bus lanes, bus lane enforcement cameras and off-board fare collection would ease New York City's bus problems.

2004

In response to T.A.'s proposal that a Bus Rapid Transit system could improve efficiency and increase ridership on New York City buses, T.A. activists persuade State elected officials and City commissioners to convene for an official discussion on how to bring Bus Rapid Transit to the M15 Bus.

2006

T.A. hosts world-renowned Bus Rapid Transit pioneer Enrique Peñalosa in New York. T.A. activists introduce Peñalosa to City commissioners and elected officials to discuss the benefits of dedicated bus lanes, bus lane enforcement cameras and off-board fare collection. Thanks to a select group of T.A. donors who financed his visit, the Bus Rapid Transit system that

Peñalosa first used to increase bus efficiency in Colombia was tailored to New York City streets as "Select Bus Service."

2008

The first Select Bus Service route is introduced in the Bronx. In the first year, travel times drop 20 percent and ridership increases seven percent. Today, Select Bus Service is improving bus efficiency by as much as 20 percent in Manhattan, the Bronx and Staten Island, and coming to Brooklyn in 2013.

2010

T.A. activists help New York City bridge the Bus Rapid Transit knowledge gap by connecting the Institute for Transportation and Development Policy to City and State officials. With T.A. and a coalition of environmental, transportation and good government activists, the Institute for Transportation and Development Policy develops technical advice that helps tailor Bus Rapid Transit to New York City.

T.A. activists send thousands of letters to the New York State Legislature demanding automated bus lane enforcement cameras to ease congestion and reduce travel times. A bill allowing bus lane enforcement cameras in New York City passes soon after.



After T.A. activists collect and deliver more than 2,500 handwritten letters demanding Complete



Street improvements, including Select Bus Service, for Manhattan's 1st and 2nd avenues, construction begins on dedicated terracotta bus lanes, bus lane enforcement cameras and off-board fare collection for the avenues' M15 Bus.



2011

In the first year, travel times on the M15 Bus – a longtime Pokey Award winner – improve by as much as 18 percent. Ridership increases nine percent.

2013

In the wake of Hurricane Sandy, Governor Cuomo's official commission on the super storm notes that

modern busing systems like Select Bus Service were a key part of the City's rapid recovery in the days following the storm, and recommended an increased investment in high-quality surface transportation to prepare for future storms.

THE TRANSPORTATION ALTERNATIVES INDEX

14,101

Number of people who watched *Intersection Follies*, the first educational YouTube video by T.A.'s Bike Ambassador field team.



3

Number of languages the video was translated into.

1 in 3

Chance that a New Yorker traveling on Brooklyn's Bergen Street during morning rush hour is riding a bicycle, according to mode counts conducted by T.A.'s Brooklyn Activist Committee.

-75

Percentage change in the amount of paperwork required to apply for a Play Street, after T.A. persuaded the City to simplify the process.

8 in 10

Chance that a pedestrian struck by a vehicle traveling 30 mph survives.

3 in 10

Chance of survival if the vehicle is traveling 40 mph.

100

Number of applications for Neighborhood Slow Zones in the first year of the program.

+100

Percent change in number of New Yorkers demanding the speed limit be lowered in their neighborhood since T.A. initiated the Neighborhood Slow Zone program.

-58

Percentage change in the number of injuries caused by traffic on Manhattan's 8th and 9th avenues after a protected bike lane and pedestrian islands were installed there.

1

Average number of pedestrians struck by a car every hour on New York City streets.

3 in 5

Chance that a driver who kills a bicyclist or a pedestrian was committing an enforceable traffic violation.



3

Number of times the average amount of people injured in New York City traffic each year could fill Madison Square Garden.

4.29 billion

Average yearly cost of traffic crashes to the New York City economy, in dollars.

200

Approximate square footage of a single New York City car parking spot.

8

Number of bike parking spaces that could fit in that car parking spot.

21

Number of car parking spaces that T.A. activists convinced the City of New York to replace with bike parking since 2012.

10,000

Anticipated number of Citi Bike bicycles in New York City's new bike share system, the nation's largest, once phase one is completed.



+1,275

Predicted percentage change in the number of daily bicycle trips in New York City one year after Citi Bike is launched.



+50

Percentage change in the size of T.A.'s Bike Ambassador field team in anticipation of the increase in bicycling after Citi Bike's launch.

15

Number of different locations the Bike Ambassadors do outreach in each week.



100,000

Minimum number of bicyclists the Bike Ambassadors talked to about bicycling politely this year.

1,600

Number of handwritten letters collected in support of transforming Manhattan's 5th and 6th avenues into Complete Streets since September 2012.

+130

Percent change in the number of bicyclists on the East River bridges following Hurricane Sandy.

10,600

Minimum combined number of cups of hot coffee, free bike lights, copies of T.A.'s *Biking Rules* bicycling guide and bicycle maps distributed to those Hurricane Sandy bicyclists in three days.

+300

Percentage change in the number of T.A. Bike Friendly Businesses in New York City since 2011.

8,053

Minimum number of cities that visitors to transalt.org came from in the last year.



+28

Percent change in T.A.'s network of online action-takers since 2011.

10,000

Minimum number of bicycles valet parked by T.A.'s Bike Valet service in 2012.

13,975

Minimum number of online actions taken by T.A. supporters in 2012.

+75

Percentage change in number of dues-paying T.A. members since 2008.





BUILDING COMPLETE STREETS

Streets for people is Transportation Alternatives' simple democratic ideal: every street in New York City should be designed with equity and efficiency for every user, whether they ride a bicycle, drive a car, navigate with a wheelchair, ride a bus or walk from place to place.

With New York City's unique geography of islands, bridges, diverse neighborhoods and widespread economic centers, the only common ground about how New Yorkers get around is that choice is a necessity. **Over the past 40 years, T.A. conceived, honed and began to apply a practical response to that need: the Complete Street.** Culled from an international pool of safe street designs and fine-tuned to New York's unique geography, the Complete Street provides choice where formerly there was car traffic. By combining a series of tools proven to alleviate dangerous traffic – public plazas, traffic signals timed for pedestrians, protected bicycle lanes and dedicated bus lanes – a Complete Street lays out every transportation choice in a single, shared route.

In 2004, T.A. brought renowned Danish urban architect Jan Gehl to New York City to introduce Complete Streets to decisions-makers here. The result was the construction of the country's first protected bike lane on Manhattan's 9th Avenue, in 2007. The effect was remarkable: crashes dropped by 40 percent, injuries to all road users were halved and dangerous behavior, like bicycling on the sidewalk, was reduced tenfold.

The 9th Avenue protected bike lane introduced only one aspect of a Complete Street to New Yorkers; in 2009, a locally led campaign on the other side of Manhattan fought to complete the vision. On Manhattan's East Side, a lack of subway lines left residents clamoring for more transportation choices. T.A. activists understood a Complete Street could change that equation. Their campaign for Complete Streets on 1st and 2nd avenues would become a textbook example of people-powered organizing. Local T.A. activists and residents appeared at community meetings, petitioned the long bus lines on East Side street corners and educated local elected officials on the benefits of a Complete Street. More than 2,500 handwritten letters from community members, collected

by T.A. field teams, rounded out the case for a change. T.A. activists persuaded every adjacent community board and City Council member to sign on in support. **Then in 2010, the inauguration of New York City's, and the nation's, first Complete Street;** pedestrian spaces, protected bike lanes and demarcated, photo-enforced bus lanes were installed on the streets. Today, 1st and 2nd avenues move New Yorkers more effectively than ever before, with tens of thousands of bicyclists choosing the route every day, a drastic reduction in injuries to everyone who uses the street and a Select Bus Service line, with off-board fare collection and two-door street-level boarding, increasing bus efficiency by 20 percent.

With 1st and 2nd avenues as the model for how residential communities and commercial districts can organize their neighborhood behind Complete Streets, this year T.A. launched a suite of campaigns to build Complete Streets in every borough.

Right now, New York City's widest, most heavily trafficked roadways are a double-edged sword: each is a route that New Yorkers unavoidably depend on and each is too dangerous and congested for anything but car traffic. This is where T.A. activists are fighting to build Complete Streets. In scores of New York City neighborhoods, local T.A. activists are talking to their neighbors and the owners of businesses where they spend money. They are educating the leaders of their community boards and the City Council members they helped elect on how to transform New York City roadways into accessible streets with safe space for walking, bicycling and public transit. **With local activists in the lead, the roads ripest for improvements will lead a street-level revolution of new Complete Streets touching hundreds of New York City neighborhoods.**

SHORT STORIES COMPLETE STREETS

INEQUITABLE STREETS

While bicycle lanes, a critical Complete Street component, spread throughout Manhattan and Brownstone Brooklyn, progress has been much slower in other neighborhoods. This year, T.A. successfully corrected that inequity in two of those communities. On Crotona Avenue and Southern Boulevard in the Bronx, more than four miles of bike lanes and other street improvements were added to the map. In Brownsville and East New York in Brooklyn, more than seven miles were added, making bicycling a more accessible choice than ever before. Now, T.A.'s Dr. Carl Henry Nacht Health Fellow, an activist and public health champion, is exclusively tasked with safer Brownsville streets. Her first goal is the addition of new mid-block crossings to make the "super blocks" that proliferate in Brownsville safer.

CITI BIKE NEEDS SAFE STREETS

The arrival of Citi Bike – the recently inaugurated bike share program that T.A. introduced to New York City officials in



2007 and helped ease into the cityscape in 2013 – is a critical cause for Complete Street transformations. It is the nation's largest bike share system and is expected to transform hundreds of thousands of New Yorkers into everyday bicyclists, dependent on Complete Streets for safety and peace of mind. That's why teams of T.A. Bike Ambassadors are staffed at Citi Bike hubs citywide, waiting to show users the path to a safe street. With Citi Bike in mind, T.A. has fought for Complete Streets with specific dedication to the neighborhoods where Citi Bike launched, like T.A.'s successful campaign for Complete Streets on

Allen Street and 1st and 2nd avenues and the campaigns launched in 2012 for Complete Streets on 5th and 6th avenues in Manhattan, and Atlantic Avenue and Jay Street in Brooklyn.

ROOM TO BREATHE

Though T.A. has stoked a citywide demand for Complete Streets, off-street space to walk and bicycle remains an ideal respite from bustling city traffic. That's why T.A. activists campaign to make New York City's parks and greenways more bucolic to walk and bike. In 2012, T.A. and the Brooklyn Greenway Initiative made great strides towards the completion of one greenway, inaugurating new stretches of the Brooklyn Waterfront Greenway. And after ten years of advocacy, nearly completed another, adding nearly two miles to the Bronx River Greenway. In Harlem, historic Marcus Garvey Park is more accessible than ever before, with new pedestrian space and safer ways to cross. In Central and Prospect parks, where T.A. has been incrementally reaching the goal of car-free parks since the 1980s, T.A. activists convinced City officials to redesign the parks' loop drives with a fairer share of the road space. Now, in both Central and Prospect parks, walkers, bicyclists and car drivers have one entire lane each.



For the summer of 2013, Central Park's north loop drive will be entirely car-free.

REVISE AND IMPROVE

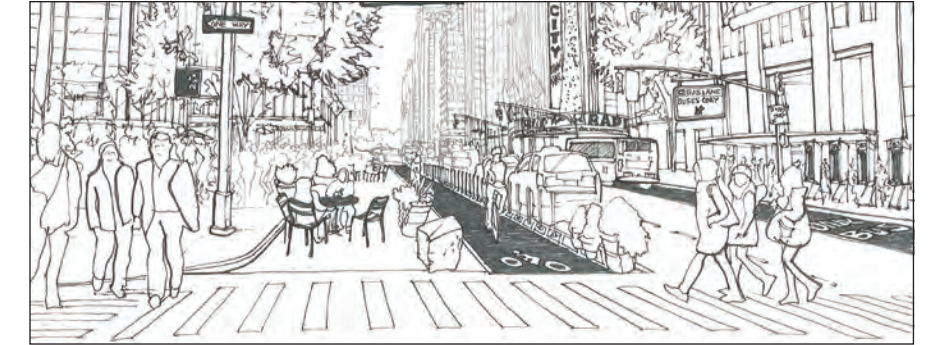
The first step toward a Complete Street is the demand for better routes for bicycling, buses and walking. The second step is ensuring that routes that work for bicycling, busing and walking, work for everyone. T.A. activists are in attendance at the local meetings where the successes or slip-ups of Complete Streets are discussed. Then, T.A. works with local residents, businesses and community board leaders to adjust these safer streets to meet the variety of needs. This year, when the Broadway Boulevard was found to put pedestrians and bicyclists in too-close



conditions, T.A. and the Department of Transportation worked out a plan for bicycle infrastructure to be moved out of pedestrians' way, while retaining efficient bicycle access and enlarging pedestrians' space. On 1st, 2nd, 8th, 9th and Columbus avenues, where Complete Street infrastructure stopped abruptly between communities, T.A. helped the neighborhoods left out call for the extension of the safety initiatives. Now, all four avenues reach miles further north and south.

MAKING CONNECTIONS

While Complete Street innovations provide safety and efficiency, their benefit is limited without a direct connection to other safe streets. To create connections between Complete Streets, T.A. pioneered a series of connector routes in Brooklyn and Manhattan in 2012. Now, Complete Street improvements are accessible



with new pedestrian spaces and bicycle lanes on Plaza Street in Brooklyn. In the Midtown Manhattan area, more than eight miles of crosstown bicycle routes make connecting to a safe street easier than ever before. Also, pedestrians have a new mid-block way to walk "6th and 1/2 Avenue," with stop signs, raised crosswalks and pedestrian-only waiting areas connecting West 51st Street to West 57th Street through the middle of the block.

BIKES BOOST BUSINESS

In 2012, T.A. launched the first-ever Bike Friendly Business District in the Lower East Side and East Village, showcasing that bike lanes are a key part of a thriving New York City business. In a unique study, T.A. chronicled the local spending habits of car drivers, pedestrians, bus riders and bicyclists in the East Village. The results were another



unassailable argument for Complete Streets, with bus riders, bicyclists and pedestrians outspending car drivers by a heavy margin. With that evidence, local business owners across the five boroughs jumped at inclusion in T.A.'s Bike Friendly Business program and have spent the year advocating for safer

bicycling in their communities.

PIECES OF THE PUZZLE

Complete Streets can't always arrive in a tidy package. Often, T.A. can save lives, slow speeding and build a more pleasant street with simple tweaks, rather than wholesale redesign. That's exactly why hundreds of local residents rallied to change Lafayette Avenue in Brooklyn, where corrected signal timing and sharrows are making bicycling and crossing the street safer; on Adam Clayton Powell Jr. Boulevard, where added paint and pavement are making crossing safer and vehicles' left turns less hazardous; on 7th Avenue South and Bleecker Street, where an additional 1,215 square feet of sidewalk and shorter crossing distances are making the area less dangerous for pedestrians; on Delancey Street, where a series of traffic signals timed for pedestrians, shortened crosswalks and two new public plazas are narrowing the road and reducing speeding; on Howard Avenue, where an added stop light is making a street known for speeding safer; on the Upper East Side, where a series of traffic signals timed for pedestrians is making crossing safer and increasing visibility for drivers; and in Astoria, Clinton Hill, Fort Greene, Kips Bay, East New York and in two locations in Jackson Heights, where public plazas are slowing local traffic, improving community relationships, boosting local businesses and giving New Yorkers a space of their own in those neighborhoods. And these are just a few of the little, local pieces T.A. helped add to the Complete Street puzzle this year.

A NETWORK OF BIKE LANES

Bicycles are the indicator species of a city's streets. Their presence allows a visitor, at first glance, to judge the safety of a street. And thanks to 40 years of T.A.

activism, people on bicycles in New York City are more likely to be found bicycling in a dedicated, demarcated bike lane. Bicycle lanes have always been

the bread and butter of T.A.'s activism, and the most storied slice of T.A.'s mission. That's why, soon after T.A. was founded in 1973, the difference between a single bike lane and a network of bike lanes became all-important.

A bike lane is only as useful as it is connected to bridges, subways and every great New York City destination; for a bike lane to be most used it requires a network of connections.

1890s



1894

New York City installs the nation's first bike path, along Brooklyn's Ocean Parkway, eventually stretching from Prospect Park to the ocean. A bike path on Eastern Parkway follows soon after.

1972

Under the moniker "Action Against Automobiles," activists who would soon become T.A.'s founders host their first group ride, a "bike-in" from Central Park to Washington Square, with a detour protest at the New York Auto Show.

1987

In July, after Mayor Ed Koch bans bicycles from key Manhattan avenues,

1990s

5th, Madison and Park, New York City bicyclists ignite in protest. T.A. activists unite with bike messengers for weekly bike-in protests, slowing Midtown traffic to a standstill. By August, the New York State Supreme Court declares the ban invalid on a technicality, and having seen the boisterous united verve of the cycling community, the City decides to back away from the ban.

1991

T.A. convenes and hosts the first "International Conference for Auto-Free Cities" at New York University.

Six T.A. activists are arrested and charged with disorderly conduct for blocking traffic on the Queensboro Bridge's outer roadway, in a demand for safe passage for bicyclists over the bridge. A judge rules that T.A. activists were "justified" in disobeying police orders in an attempt to keep the bicycle lane car-free.

By 1993, the City of New York institutes a full-time ban on cars on this section of the bridge.

1993

T.A. sparks a firestorm of city planning initiatives with the publication of *The Bicycle Blueprint: A Plan to Bring Bicycling into the Mainstream in New York City*. An encyclopedic guide to the step-by-step changes needed to bring on wholesale acceptance of bicycling in New York City, published "as a challenge to New York City to treat its cycling citizens better and to promote bicycling as a tool for achieving a more livable city," and touching on everything from bridges to bike theft.

After a long-running campaign, T.A. secures 24-hour access to the New York City subway system for people with bicycles. This landmark victory makes up for then-major gaps in the bike network and bridge access.

1994

After years of T.A. petitioning, a buffered bike lane is installed on Lafayette Street, from Houston to 14th Street. Two years later, T.A. activists win a tense fight with the local firehouse over the loss of their "double-parking privileges," and secure an extension of the lane to Spring Street.

1995

After T.A. aggressively



lobbies New York State and federal officials, the City of New York is granted \$23 million for new bicycling and walking projects, as part of the federal program for "Congestion Mitigation / Air Quality," providing funding for miles of future bike lanes and public plazas.

1997

The City of New York publishes the *New York City Bicycle Master Plan*, a map of proposed bike lanes, bike parking and bike safety recommendations for city streets. Produced with T.A.'s consultation, the plan follows the recommendations of T.A.'s *Bicycle Blueprint*.

1998

The City of New York publishes the first

2000s

ever map of New York City bicycling routes.

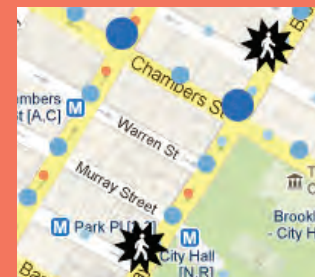
2001

An extraordinary T.A. idea, the Hudson River Greenway, opens, after T.A. helps the City of New York secure \$75 million in federal, state and city funding to complete the route. New Yorkers flock to the city's longest uninterrupted off-street bicycle path and T.A. activists count a five-fold increase in bicycling there by 2002.

After decades of T.A. watchdogging, bicycle and pedestrian paths on the Manhattan Bridge re-open. With this ribbon cutting, all East River bridges are open to 24-hour bike and pedestrian access for the first time since World War II, thanks to T.A. campaigns dedicated to each crossing. By 2006, T.A. convinces the City to build ramps for bicyclists at each entrance of all four bridges.

2004

T.A. launches crashstat.org, a first of its



kind mapping tool that chronicles traffic injuries and fatalities to bicyclists and pedestrians on New York City streets. This new tool creates a crystal clear map of the city's most dangerous streets, setting a course for T.A. activism for years to come.

New York City's official Bike Week becomes Bike Month for the entirety of May, signaling T.A.'s success at growing bicycling as a favorite trait of New Yorkers' everyday lives.

2005

After three years of campaigning and a threatened lawsuit, T.A. succeeds in having 26 dangerous expansion joints – raised bumps on the bridge surface – removed from the Williamsburg Bridge.

After a sharp rise in the number of bicyclists killed in a year, T.A. convenes the New York City Bike Coalition, unifying stakeholders from cycle clubs to bike messengers, to publish the *Bike Safety Action Plan*. It calls on the City to study bicycle fatalities, adopt new bike lane markings and "share the road" signage, and work with T.A. to develop a bike safety outreach plan geared toward drivers and bicyclists.

T.A. hosts Danish urban planner Jan Gehl on a series of meetings with New York City decision-makers. By 2007, the City agrees to construct the nation's first

protected bike lane following his designs on Manhattan's 9th Avenue, with bicycle-only traffic signals and a protective barrier of parked cars.

2006

In response to T.A.'s *Bike Safety Action Plan*, the City publishes their *Bicyclist Injury and Fatality Study*, the most comprehensive analysis of bicycle crashes, injuries and fatalities to date. Quarterly meetings between City agencies and the New York City Bike Coalition accelerate progress on the *New York City Bicycle Master Plan*, and in the following years, secure more new bike lanes in a shorter period of time than ever before.

2007

Mayor Bloomberg publishes *PlaNYC 2030*. With guidance from T.A. activists, the document lays the groundwork for a more sustainable, livable New York.

Mayor Michael Bloomberg appoints Janette Sadik-Khan to lead the Department of Transportation in response to T.A.'s demand for a progressive, bicycle-friendly appointee. Once in office, Commissioner Sadik-Khan hires away current and former T.A. staff members to lead her office.

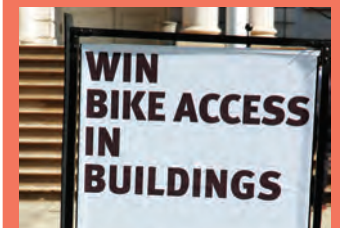
T.A.'s Caroline Samponaro travels to Paris for the launch of Vélib, the bike share system that revolutionized Paris transportation, and sets out to bring a similar system to New York City. Citi Bike, the nation's largest bike share system, launches in 2013.

2009

First recommended in T.A.'s *Bicycle Blueprint* in 1993, the City Council passes the Bike Access to Buildings Law, mandating



commercial buildings allow bicyclists to bring their bikes inside, wiping out a major barrier keeping New Yorkers from bicycling to work.



One year after the City announces an 8.1-mile network of new bike lanes in North Brooklyn, T.A. secures New York City's first two-way parking protected bike lane on Kent Avenue. Once completed, the lane becomes a Brooklyn favorite and forms a critical link in the Brooklyn Waterfront Greenway.

2010

T.A. launches a campaign to add a parking-protected bike lane to the plan to improve bus service on Manhattan's 1st and 2nd avenues. At a City Hall rally after it's installed, T.A. activists deliver 2,500 handwritten

letters demanding the bike lanes extend to East Harlem. Within three years, the bike lanes are extended uptown, making 1st and 2nd avenues the longest protected bike lanes in the nation.

2011

A parking-protected bike lane on Brooklyn's Prospect Park West becomes a flash-point of bike lane love, prompting hundreds of Brooklynites to testify in defense of the lane at local community board hearings, and hundreds more to attend a family bike parade that demonstrates that protected bike lanes are safe enough for the training-wheel set.

A lawsuit posed by opponents of the parking-protected bike lane on Prospect Park West is dismissed as frivolous, proving once and for all that you cannot sue the safety off of a street.

2013

There are more than 400 miles of on-street bike lanes in New York City, with innovative designs tailored to city streets, and more than 100 miles of greenways, all connected in a remarkable and ever-evolving bicycle network.





LOCAL STREETS & PUBLIC ACCESS

Look back 100 years: for millions of New Yorkers, the streets of New York are the front yard, the playground, the ballpark, the shopping mall, the grocery store and the meet-up spot. City streets housed an intersection of public transportation and community, satisfying a need for public space in a growing city. Then, the introduction of the automobile took that all away. Now, streets made dangerous by car traffic have the opposite effect, keeping children indoors, neighbors withdrawn and communities divided.

There is a direct, observable correlation between the number of cars and the quality of life in New York City. When automobiles overtook city streets, people too were overtaken. Streets became dangerous places, the locale of traffic crashes where New Yorkers were killed and injured while they bicycled, walked or drove. Neighbors lost the ability to be out and about in the public space of their community. Urban crime skyrocketed. Without streets that were safe for play, childhood obesity ballooned; more pollution, more asthma and scores more New Yorkers maimed by traffic crashes.

But traffic is not New York City's fate.

Written into the 40-year-old mission of Transportation Alternatives is the fact that these streets are ripe with potential. With simple programs that emphasize local people using their streets as public space, New Yorkers can correct the ills of traffic in their own neighborhoods. On the most local level, Transportation Alternatives is working to repurpose divisive streets into a new way for neighbors to connect by developing programs to change how their local roads function.

In 2009, a speeding driver struck and killed Sonya Powell on Baychester Avenue, a notoriously dangerous street in the Bronx. When a T.A. activist reached out to the victim's fiancé, David Sheppard, the conversation immediately turned to how to prevent this tragedy from happening ever again.

In 2010, T.A. invited David Sheppard to discuss a solution at New York City's first-ever Stop Speeding Summit. Hosting scholars and innovators in traffic safety from around the world, the Summit began a conversation between local elected officials, city policy-makers and community leaders in the neighborhoods most plagued by speeding traffic. The solution proposed by the gathered brain trust was simple and backed

by international research: create 20 mph speed limits where speeding traffic adds hazard to residential neighborhoods. After a year of T.A. activists pushing for this solution, New York City adopted the "Neighborhood Slow Zone" program, creating 20 mph slow zones where speeding traffic is most pervasive.

In 2012, T.A. helped David Sheppard submit an application for the first round of installations. After a Neighborhood Slow Zone is installed in 2013, traffic on Baychester Avenue and in the surrounding neighborhood will be safer than ever before.

Through research and program development, T.A. has proposed a stockpile of community-based solutions that recalculate how street space is divided in New York City. One after another, the City of New York has adopted these solutions into policy: Safe Routes to Schools, Safe Routes for Seniors, Citi Bike bike share, Neighborhood Slow Zones, Bike Corrals, Pocket Parks, Public Plazas, Select Bus Service, Play Streets and Summer Streets are each New York City programs developed out of T.A. ideas and research. Each was introduced at the petition of thousands of T.A. supporters.

While T.A. continues to create programs that correct the ills of the car-centric view, field teams of T.A. activists also provide a localized connection between the City of New York and the solutions that neighborhoods need. By cutting through red tape, targeting the most needful communities, educating local leaders and petitioning for the most accessible application processes, T.A. ensures that New Yorkers can correct the effect of car traffic on their community, and that these solutions are known and within reach for communities where the consequences of traffic are most felt.

SHORT STORIES LOCAL STREETS

PLAY IN THE STREETS

For New York City's string of urban islands, expanding the city limits is not an option. With a growing population, the streets must be more than a place to park a car. A Play Street is a direct response to the problem. In 2010, T.A. convinced the City of New York to adapt its historic and underfunded Play Streets programming, a more than 100-year-old practice aimed at youth crime prevention, into a program more applicable to today's young people and accessible to thousands of community-based organizations in New York City. Now, Play Streets are a public health intervention promoted by First Lady Michele Obama and public health advocates nationwide, and they're providing space to play in more than 20 New York City communities in the summer of 2013.

SLOW DOWN

In 2011, at T.A.'s behest, the City of New York introduced the Neighborhood Slow Zone program to create 20 mph zones in neighborhoods where dangerous speeding was a serious community problem, a concept developed at T.A.'s 2010 Stop Speeding Summit. By 2012, with the help of T.A. organizers and in an expression of overwhelming demand, communities flooded the application process with more than 100 proposals. In all, T.A. saw 13 applications through the process, and now Neighborhood Slow Zones are installed or scheduled for Auberndale, Jackson Heights, Corona, Rosebank, Dongan Hills,



New Brighton, Baychester, Riverdale, Eastchester, Mount Eden, Claremont, Boerum Hill and Inwood. These neighborhoods, each with a significant problem with speeding drivers and too-frequent crashes, are now installing speed bumps, narrowed road widths and gateways introducing the slower 20 mph speed limit. Already in 2013, T.A. fielded scores of inquiries about the application process and is actively assisting neighborhoods as they demand a slower, safer speed for their community.

SAFER FOR SENIORS

It's a sad fact that older New Yorkers are disproportionately more likely to be struck and killed by a vehicle while walking. That's why, in 2003, T.A. piloted a program called Safe Routes for Seniors, which advocates for Complete Street tools and techniques to be applied where older New Yorkers live and walk. In 2008, the City of New York adopted the program, and now, cities nationwide are trying it out. In the past year, the application of T.A.'s Safe Routes for Seniors program brought improvements to Kingsbridge, Manhattan Valley, East Harlem, Turtle Bay, Forest Hills, Middle Village, Flatbush, Gerritsen Beach, Bay Ridge, Bath Beach and South Beach. On the ground, intersections are transformed, with larger pedestrian islands, shorter crossing distances and

better pedestrian ramps, making the streets in those communities safe for their large senior populations.

LESS RED TAPE

To make the process as practical as possible for local communities and to encourage a multitude of applications, in 2013, T.A. petitioned the City of New York to condense the application process for Play Streets, successfully cutting paperwork and administration time by 75 percent. With T.A. providing assistance to local organizers, Play Streets are spreading. For the summer of 2013, more than 30 new organizations filed applications for Play Streets, joining scores of already established community Play Streets. Young people have found a summertime place to play in the streets of their neighborhood, now that T.A. has spread Play Streets to every borough. In the summer of 2013, thanks to T.A., Play Streets will change thousands of young peoples' relationship to public space and push public health into the public eye in Brownsville, East New York, Bedford-Stuyvesant, Clinton Hill, Inwood, Jackson Heights, University Heights, Woodstock, Sea Gate, Williamsburg, Cypress Hills, Washington Heights, East Harlem and Forest Hills.

UNDERSERVED COMMUNITIES

In communities where obesity and asthma are prevalent and traffic fatalities are routine, the City programs that could turn back the clock on these hazards are too often absent. T.A. offers a team of public health researchers and activists directly to the communities most effected by car traffic, and with original research, shines a light on the inequity. In recent years, T.A.'s Dr. Carl Henry Nacht Health Fellowship sent public health researchers into Bedford-Stuyvesant and Brownsville, where their research connected the relative use of streets for bicycling, walking or play, to the safety of local streets. This year, the Fellowship puts an activist from the community on the task of making streets amenable to active living. Already, T.A.'s effort led directly to new life-saving interventions in Brownsville, like the recent installation of a network of bike lanes to promote bicycling and calm traffic, and more subtly, an open spot at the community table. As community members try to transform their own streets, T.A. has been accepted as a welcome resource.

AN UNEQUAL BURDEN

A 2012 T.A. report titled *Child Crashes: An Unequal Burden* found that in public housing communities on the East Side of Manhattan, where children are already

afflicted with disproportionately high rates of asthma and obesity, there is also an unequal portion of children killed in traffic. On the Lower East Side, people killed by traffic were twice as likely to be children than on the Upper East Side. This critical research project was a direct response to the death of 12-year-old Dashane Santana, who was struck and killed crossing Delancey Street in 2012. With a bully pulpit buoyed by this original research, T.A. paved the way for change on the Lower East Side, expediting a long-delayed project to calm traffic and construct public plazas on Delancey Street, under the pressure of T.A.'s findings. Now, Dashane Santana's grandmother serves on the local community board, speaking up for safer streets in communities like hers, where they're needed most.

A BIKE FOR EVERYONE

Transportation Alternatives first introduced the concept of bike share, and its radical potential, to New York City officials in 2007. With steady participation in the planning process, T.A. successfully advocated for the first round of Citi Bike stations to expand past transit lines in the low-income neighborhoods that would most benefit from the bicycles as a healthy, affordable form of transportation, and fought for a lower price point for low-income New Yorkers and New York City Housing Authority residents.

In 2012, the City of New York announced that the program would launch, with initial installation following a path T.A. drew, from Chinatown to Bedford-Stuyvesant, Brooklyn, with a pro-rated pricing scheme for low income and public housing residents.

THE WELCOMING COMMITTEE

The unofficial welcoming committee for Citi Bike is T.A.'s in-house field team of Bike Ambassadors, guiding communities through the bike share station location selection process, communicating concerns to the Department of Transportation and assisting New Yorkers with their first bike share ride. There are City programs that have the potential to change a neighborhood, but only if that community can access them. That's why T.A. doubled the size of the Bike Ambassador field team. The Bike Ambassadors do more than chase down petition signatures: In the communities where T.A. is changing streets, making bicycling better and inaugurating new places for young people to play, the Bike Ambassadors are the first people on the scene and the last to leave. With their person-to-person interaction, T.A. does more than propose essential new public programs or help New Yorkers connect to these integral new city tools; T.A. ensures that these programs succeed.



HOW DID T.A. GET HERE?
SAFE STREET INTERVENTIONS

Urban planners and street architects understand that it takes the right tools to make streets safer. Applying those tools is the difficult step in the process. Since 1973, Transportation

Alternatives has been researching the best practices for correcting dangerous streets and developing programs that allow wholesale, replicable change to occur on a neighborhood-by-

neighborhood basis. The goal is to create safe street interventions – to remedy speeding, red light running, deficient police enforcement and countless other dangers – that can be tailored to fit the

local environment. With the rallied uproar of a hundred thousand New Yorkers, T.A. convinces governments on the city, state and federal level to enact these T.A. programs as official policy.

1980s

1990s

2000s

2010s

2010s

1988
 After an 18-month-old girl crossing the street with her mother is dragged 13 blocks by a car driver who ran a red light, the nation's first red light enforcement cameras are installed on New York City streets.

1993
 In conclusion of a series of radar gun studies of speeding on New York City streets, T.A. publishes *Speeder City*, a report that definitively proves that the New York City Police Department is not enforcing the speed limit on local streets. By 1996, the NYPD shifts resources in response, adding an additional 100 officers to traffic summoning shifts and creating a special squad of traffic-dedicated officers.

T.A. activists persuade legislators to reauthorize New York City's red light camera program for the first time. At every subsequent opportunity, T.A. activists document the effectiveness of the program and fight to expand it, adding more red light cameras to city streets.

1995
 T.A. writes to the City of Odense, Denmark to find out more about their traffic calming programs, which use community participation to map out primary routes to schools throughout the city.

1996
 The first-ever speed bumps are installed in New York City, an early example of a physical addition to the street exclusively for safety purposes and a direct result of T.A. demand.

In Downtown Brooklyn, a T.A.-organized coalition of activists called the Neighborhood Streets Network leads monthly rallies demanding traffic calming in their neighborhood. After T.A. activists stop traffic for the fifth time in six months in an act of civil disobedience, Brooklyn Borough President Howard Golden submits a proposal to use federal funds for the project. When planning eventually begins, the Downtown Brooklyn Traffic Calming Project is the nation's largest traffic calming project ever.



1997
 After years of research and development, T.A. introduces "Safe Routes to Schools," a 10-step program to identify and improve dangerous intersections near schools, with the help of Bronx Borough President Fernando Ferrer. The pilot program debuts on the streets surrounding 18 Bronx schools.

1998
 T.A. kicks off a campaign to reduce New York City's speed limit, and soon after, Mayor Rudolph Giuliani endorses a T.A.-supported bill to reduce traffic speeds.

1999
 After decades of denied T.A. requests for traffic calming due to a quirk in New York law that disallowed the City from designing streets for anything slower than the speed limit, T.A. rallies a massive coalition to lead the passage of the "New York City Traffic Calming Law," allowing the Department of Transportation to design streets for speeds as low as 15 mph using traffic calming devices.

2000
 T.A.'s Safe Routes to School program is funded by members of the U.S. House of Representatives. By 2006, the program is included in the federal transportation bill and implemented in cities across the nation, mandating safer streets for millions of schoolchildren across America.

2003
 In response to a spate of deaths of older New Yorkers and the disproportionate rates at which older New Yorkers are struck by vehicles, T.A. introduces the "Safe Routes for Seniors" program, modeled on Safe Routes to Schools.



T.A. activists introduce a Speed Camera Bill in the New York State legislature.

2004
 The City of New York adopts T.A.'s Safe Routes to Schools program as its own and expands the safety initiative citywide, surveying and mapping conditions and crashes around all New York City schools, identifying the 135 most dangerous and beginning to correct hazardous conditions for walking there.

2007
 With planters and



paint, T.A. lays down a guerilla traffic calming system on a dangerous corner of 3rd Avenue in Brooklyn, outside a recently completed mural depicting young people killed by traffic in the neighborhood.

2008
 The City of New York adopts T.A.'s Safe Routes for Seniors program as its own and expands the safety initiative citywide.

2009
 More than a decade after T.A. first identified children as the most vulnerable users of New York City streets, and a few months after the driver was not charged when four-year-old Hayley Ng and three-year-old Diego Martinez were killed by his rolling, unattended truck, T.A. introduces the Hayley Ng and Diego Martinez Act, to create stiffer penalties for crashes that kill or injure vulnerable users of the street. It is signed into law the following year.

2010
 T.A. writes to Rod King, a community organizer in the United Kingdom who helps cities convert to a 20 mph speed limit. Thanks to a select group of T.A. donors, Rod King is brought to New York City for T.A.'s Stop

Speeding Summit, where he leads a conversation about the dramatic safety boon of 20 mph speed limits with international traffic safety scholars, city planners, New York City elected officials and policy-makers in attendance.

2011
 Mayor Bloomberg signs T.A.'s Saving Lives Through Better Information Bill, requiring the NYPD to publish a monthly record of traffic crashes and summoning. The passage of

the law culminates more than a decade of T.A. activism for NYPD transparency, beginning in 1997, when the NYPD first enacted the TrafficStat program, to record and analyze traffic crash and summoning data, at T.A.'s recommendation. The newly accessible data identifies New York City's most crash-prone and enforcement-deficient intersections and sets the course for T.A.'s safe street interventions for years to come.

Directly in line with T.A. recommendations from 1998 to 2010, the City of New York announces the Neighborhood Slow Zone program, and begins to install 20 mph zones in select New York neighborhoods. T.A. activists rally local communities to the cause, helping to submit more than 100 applications to the first round of the program. Now, in all five boroughs, Neighborhood Slow Zones are reducing traffic speeds, improving quality of life on residential streets and putting the onus of safety on the people driving through local communities.

2012
 At T.A.'s behest, the City of New York introduces a 75 percent shorter Play Streets application.

The number of applications for Play Streets soars.

After years of legislative stalling on T.A.'s Speed Camera Bill, a string of violent crashes caused by speeding inspires T.A. supporters to send more than 4,600 letters to Albany decision-makers and rally the support of the mayor, police chief, comptroller, public advocate and entire New York City Council behind the bill. Thanks to T.A. activists lobbying in Albany up to the final minutes of the legislative session, T.A.'s Speed Camera Bill finally passes in the summer of 2013.

2013
 More than 25 Safe Routes for Seniors interventions and more than 135 Safe Routes to Schools interventions have been implemented on New York City streets. Fourteen Neighborhood Slow Zones have been approved and are installed or scheduled for installation in the summer of 2013. Today, 170 red light cameras are in operation on City streets and in June, T.A.'s speed camera legislation passed into law. Twenty school zones are scheduled to have speed cameras installed.



POWER & PUBLIC POLICY

A good idea can save a life, prevent a crash or change the course of a day. Any New Yorker who's wiled away an afternoon in a public plaza or seen how traffic's threat is diffused by a Play Street taking over a local block can understand how even Transportation Alternatives' smallest ideas affect New Yorkers' day-to-day reality. But small-scale changes are a tedious way to redraw a city's blueprint. With trust, attention and clear communication with New York's elected officials, T.A. takes these tiny ideas and cements them as City and State policy, in perpetuity.

T.A.'s teams of activists affect public policy by providing a line of communication from the people of New York to their elected officials. In turn, those officials understand that T.A. can effectively connect them to their constituents' needs. **For forty years, T.A. has developed policies that proactively and comprehensively correct the dangers of New York City streets.**

In 1988, a Red Light Camera Bill passed the New York State legislature, expanding a small New York City pilot program to police New York City streets – the nation's first automated enforcement program. By the early 90s, inspired by the program's effectiveness, T.A. activists took up its expansion.

With documentation of the massive safety boon automated enforcement provides, T.A. activists secured the re-authorization of New York City's red light camera program in 1993. Since that time, T.A. activists kept the program's success at the forefront of the day's news and its expansion an on-going process that added more red light cameras to New York City streets, year after year. Today, there are more than 170 red light cameras installed, millions of red light running drivers caught and fewer traffic injuries caused by red light running drivers than ever before.

In March of 2013, Nathan Glauber and his wife Raizel, six months pregnant, were struck by a driver traveling double the speed limit. They were both killed instantly.

The story of the Glauber family was one of hundreds of stories of New Yorkers killed by a speeding driver. But for the New Yorkers who look to T.A. to keep the streets of New York safe, the story of the Glauber family was the final straw.

In the summer of 2013, a trial speed enforcement camera program broke out into citywide demand. The legislation first introduced by T.A. in 2003 was stalled in Albany. Thousands of T.A. supporters jumped into action, calling and petitioning New York State officials. T.A. field teams flooded the streets in the districts of dissenting legislators and collected letters from their constituents. While T.A. activists raised a rallying cry to Albany's in-boxes and phone lines, T.A. connected New York City Council members to the families of victims of traffic crashes caused by speeding. With that visceral connection, T.A. was able to guide concerned City Council members through the process of passing a resolution in support of T.A.'s State legislation, and to persuade the support of New York City's comptroller, public advocate, mayor and police commissioner. For the final days of the legislative session, T.A. activists were in Albany to introduce legislators to the families of crash victims.

The need for this life-saving tool resonated from the grassroots and the grass-tops, all the way to the State Capitol. In June, both the State Assembly and Senate overwhelmingly passed the bill.

The tragic story of the Glauber family is one of hundreds that T.A. responds to, one of thousands that T.A. activists are fighting to prevent. With original research and timely studies, T.A. educates elected officials, empowers budding power-players to ally with T.A.'s issues, and provides the factual base they need to change city policy and pass safer practices into law. **Thanks to the organized, reverberating zeal of 100,000 T.A. activists, those policies and practices become law, again and again.**



SHORT STORIES PUBLIC POLICY

EVERY CRASH INVESTIGATED

Until recently, for tens of thousands of New Yorkers grievously injured in traffic crashes every year, the only accessible public justice was Transportation Alternatives' advocacy on their behalf, since the NYPD refused to investigate collisions unless someone was killed. T.A. devoted the past year to amplifying the stories of New Yorkers left with terrible injury and no investigative evidence, calling out uninvestigated crashes in the press and providing the victims a pulpit on the steps of City Hall and police headquarters. After T.A. rallied thousands of New Yorkers to demand the City Council intervene in the NYPD's lackluster crash investigation practices and thousands more to demand the NYPD comply, Police Commissioner Ray Kelly announced increased staffing and a change in policy toward more thorough, wide-spread investigations of not just fatal traffic crashes, but the collisions that leave thousands of New Yorkers seriously injured as well.

"MY STREETS. MY VOTE."

T.A. educates the constituencies of elected officials who stand in the path of progress and rouses a community of grassroots activists who keep the political grass-tops in line. In an election year, these tactics are increasingly potent. So in early 2013, Transportation Alternatives launched transalt.org/vote, a user-driven platform that takes T.A.'s most populist issues directly to the candidates, in the form of 100,000 New Yorkers telling every candidate for elected office, "My streets. My vote." Candidates responded instantaneously, turning to T.A. for policy cues, giving voice to T.A.'s vision and developing platforms that directly address New York City's unsafe streets.

IT'S NO ACCIDENT

Prior to 2012, the New York State Department of Motor Vehicles and New York City Police Department both



officially considered all traffic crashes "accidents," faultless and unpreventable. After T.A. traveled to Albany to lobby the Department of Motor Vehicles and won the buy-in of state police officials, all official DMV forms and online materials were changed from "accident" to "crash," in 2012. T.A. alerted their 100,000 supporters to the DMV's correction and the fact that the NYPD maintained this inaccuracy. Thousands spoke out, embracing the effect simple semantics can have on the outlook of tens of thousands of police officers and millions of drivers. Demanding a change, they petitioned to "Send Police Commissioner Ray Kelly a dictionary!" The NYPD heard the call for change loud and clear. Now, both the New York State Department of Motor Vehicles and New York City Police Department, as a policy, refer to all traffic crashes as "crashes" or "collisions" respectively.

EVERYTHING IS LOCAL

Not all public policy turns on a level as lofty as the New York City Council or State Legislature. In fact, the majority



of the infrastructure improvements installed on New York City's safest streets were approved first by local community boards. To ensure the city's community boards are brimming with educated neighbors who understand the importance of infrastructure for pedestrians and bicyclists, in 2012, T.A. initiated dozens of New Yorkers into the community board application process. Now, in neighborhoods throughout New York, local community boards are packed with active, educated people demanding safer bicycling and walking through the most powerful local channel, their community.

BETTER RELATIONSHIPS

A positive relationship with police officers can make a big difference in enforcement on the local level. That's why T.A. activists are in attendance at local precinct community council meetings across the city and dedicated to bringing precinct commanders to the table every chance they get. By dedicating time to these connections, local activists have seen on-the-ground results. In Greenpoint, Brooklyn, after multiple horrific crashes caused by speeding jolted the community, T.A. activists teamed up with concerned local residents and community groups to form the McGuinness Boulevard Working Group. The working group conducted radar gun studies, installed pedestrian memorials for New Yorkers killed on the street, rallied thousands to petition for stricter enforcement, and most importantly,



invited the local 94th Precinct to be part of the conversation. This year, a digital NYPD sign publicized drivers' speeds in real-time on McGuinness Boulevard, and the 94th Precinct wrote more than double the number of speeding tickets as in the prior year.

INFORMATION IS POWER

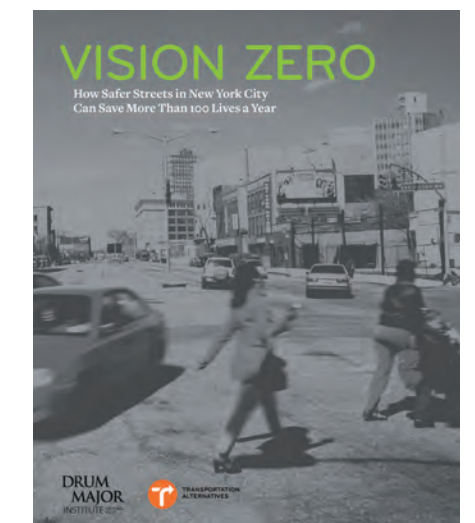
After a multi-year effort of political persuasion in New York City's highest echelons, T.A. activists successfully passed the Saving Lives through Better Information Bill in 2010. By forcing the New York City Police Department to publish summoning data every month, the law guarantees that any New Yorker can correlate the connection between a dangerous street and deficient enforcement. Already, T.A. has transformed that raw data into an assessment of how increasing traffic enforcement can lead to lives saved with the publication of the report *Deadly Driving Unlimited*, which proves incontrovertibly that a majority of the crashes that kill bicyclists and pedestrians were the result of enforceable traffic offenses.

CHECKING OFF THE LIST

In 2009, T.A. undertook a first of its kind research project, delving into the underbelly of the NYPD. Over six months and 30 interviews with district

attorneys, NYPD executive officers, beat cops and experts on enforcement and policing, T.A. published *Executive Order: A Mayoral Strategy for Traffic Safety*. The investigative report laid out a blueprint for creating real deterrents to dangerous driving in 20 recommendations. Since its publication, T.A. activists have been steadily checking recommendations off the list. Public access to NYPD summoning and crash data, the re-institution of the NYPD's practice of "Collision-Prone Location" deployment, the use of cameras by NYPD officers at crash scenes, the inclusion of "crashes resulting in serious injury" in the NYPD Collision Investigation Squad purview and the passage of the Hayley Ng and Diego Martinez Law to protect people on foot and on bike are just a few of those now marked as accomplished. Riding on the transformative effect of that effort, T.A. activists next undertook an even more holistic project. *Vision Zero: How Safer Streets in New York City Can Save More Than 100 Lives a Year* proposed a wholesale change in philosophy, adopting the ideal that even a single death in traffic is unacceptable and laying out concrete, actionable steps to reach that visionary goal. Collaborating with the Drum Major Institute to add political heft to T.A.'s recommendations, many of T.A.'s demands can be checked off as accomplished. Now, major street

redesigns are accompanied by a public comment process to address community concerns, the City has piloted a web-based tool to allow New Yorkers to directly report dangerous conditions in Bay Ridge and Jackson Heights and the mayor has reaffirmed the Department



of Transportation's mandate to improve street safety. The City now compiles and publishes monthly reports on traffic safety, identifies the most dangerous intersections and implements street designs built to reduce speeding, and is expanding the 20 mph Neighborhood Slow Zone program – each a T.A. recommendation realized.

CAR-FREE SPACES

Across New York City, Transportation Alternatives facilitates the installation of innovative solutions to dangerous streets and inaccessible public spaces, demonstrating a better

way to build cities. At the center of T.A.'s 40-year mission is one simple goal: reverse the dominance of the automobile on New York City. At T.A.'s recommendation, the inauguration

of car-free spaces – from neighborhood public plazas to Times Square's expanses to New York City's crown jewels, Central and Prospect Park – has inched this goal

forward, while T.A. helps New Yorkers subvert the dominant paradigm on their own, by providing tools to reclaim public space from car traffic where they live.

1890s



1899

The first cars are allowed on the Central Park loop drive.

1909

Sidewalk space on 5th Avenue, then a two-lane street, is cut by 15 feet to create an additional lane for car traffic. The change destroys the sunken gardens of the Waldorf Astoria, among other roadside beautifications, on the once 30 foot wide sidewalks.

1914

The New York City Police Athletic League introduces street closures to car traffic, opening the space to kids to encourage outdoor play, creating the first "Play Street."

1961

Jane Jacobs publishes *The Death and Life of Great American Cities*, and inspires T.A.'s founding

1970s

by proposing that cities function better as a whole when streets encourage socialization, rather than domination by cars.

1974

T.A. rallies around the car-free potential of Broadway, declaring on a series of photocopied flyers, "Cars off of Broadway NOW!"

1979

After T.A. gathers a "blue ribbon panel" to recommend that car-free periods are key to a safer Central Park, the City of New York runs with T.A.'s recommendations, making weekends in the park car-free and adding a pedestrian and bicycle lane to the loop drive.

1981

Humanist urban planner Donald Appleyard publishes *Livable Streets*, establishing the first scientific correlation between quality of life and urban traffic.

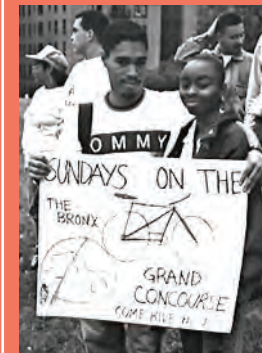
1992

With the help of local activists, T.A. sends 20,000 postcards to Brooklyn Borough President Howard Golden demanding a study of the feasibility of a car-

1990s



free Prospect Park, and he agrees, requesting the Department of Transportation conduct the study. In response to pressure from T.A. activists, the 5th Avenue, West 110th and 106th Street entrances to Central Park are closed to cars.



1994

A "Car-Free Grand Concourse" closes the Grand Concourse to cars from 161st to 198th Street. Originally reserved for summer Sundays, the T.A. Bronx Activist Committee successfully extends the program through November.

1995

Citing dangerous conditions for pedestrians and major overcrowding on sidewalks, T.A. activists launch a campaign for a

2000s

car-free Times Square. By 2011, Times Square is permanently car-free.

1998

In response to petitioning by T.A. activists, Brooklyn Borough President Howard Golden hosts a town hall meeting on a car-free Prospect Park. More than 400 people show up for the standing-room only meeting. Ninety-three people testify in support of a car-free park, including the NYPD; only four testify against.

2001

After six years of campaigning and community research, T.A. activists bring improved conditions for walking to Times Square, including wider sidewalks, stricter parking regulations and new traffic patterns. T.A. responds to the victory by calling for more: a "pedestrian and transit street" on Broadway from 48th to 23rd Street. Protected bike lanes and public plazas are installed along the street in 2010.

2003

Pointing to an increasing number of crashes and a dangerous barrier to open space accessibility, T.A. activists rally for a safer Grand Army Plaza,

collecting more than 1,500 signatures in just five hours. By 2011, Grand Army Plaza is completely redesigned.

2005

Thanks to a select group of T.A. donors who financed his visit, T.A. brings urban planner Jan Gehl in from Copenhagen. The people-first designs that are Gehl's namesake are the blueprint for the next ten years of T.A. activism. After T.A. activists make an introduction, the City of New York hires Gehl in 2007 to craft a new street design policy for New York.

After years of talking to park-goers, T.A. activists collect 100,000 signatures in favor of a car-free Central Park, and in response, the City instates alternating morning and evening closures to cars on the Central Park loop drive. City Council members from the four neighborhoods surrounding Prospect Park sign-on to a T.A. letter requesting a three-month trial closure of the park drives.

2006

In Park Slope, Brooklyn, T.A. activists open lawn chairs across two parking spaces and spend the



day relaxing there. The liberated space turns heads all day. The following year, T.A. activists convince the City of New York to follow their lead: in Williamsburg, the City replaces car parking spots with space to park 30 bicycles for the first time, and in DUMBO, Brooklyn, the City transforms a small parking lot into the first-ever "pocket park."

T.A.'s Neighborhood Streets Network and their success establishing the Downtown Brooklyn Traffic Calming Project inspires the closure of the intersection of Willoughby and Adams streets to traffic. With planters, benches and café tables, New York City's first public plaza is born. In 2013, it was paved into a permanent, raised plaza.

DOT Commissioner Iris Weinshall responds to T.A.'s demand for more pedestrian-dedicated spaces, vowing to identify locations ripe for, "aggressive pedestrianization," and proposing a series of new car-free spaces suggested by T.A., including Grand Army Plaza and Times Square.

After two years of research and interviews, T.A. publishes *Traffic's Human Toll*, an update

to Donald Appleyard's famous study, demonstrating how varying levels of traffic in three New York City neighborhoods affects local quality of life.

2007

With T.A.'s consultation and vocal support, the City of New York publishes *PlaNYC 2030*, including the commitment to install a public plaza in every New York City neighborhood.

2008

T.A. publishes *Streets to Live By*, a seminal report documenting the economic, social and health benefits of dedicated public spaces. Nearly all of the eight-point list of recommendations toward a more walkable city have since become City policy.

The DOT announces the New York City Public Plaza program, with a budget of over \$43 million over three years, to build public spaces into underused streets. With T.A.'s support, more than 23 new public plazas have been completed, with another 26 planned or under construction.

Under T.A.'s tutelage, four Brooklyn high school students from the neighborhoods surrounding Prospect Park collect 10,000 postcards for a car-free park. With hundreds of

2010s

their peers, the students march across the Brooklyn Bridge for a City Hall rally to deliver the postcards. In response, in 2009, the 3rd Street entrance to the park was closed to traffic, leaving only a single entrance and exit to the park open to vehicles.

2009

Based on designs by Jan Gehl, and pressure from T.A. activists to create grand, central examples to guide the expansion of the City's public plaza program, the streets surrounding Times Square, Herald Square, Madison Square and Union Square are transformed into a car-free public plazas.

2010

After T.A. rallies thousands of supporters enamored with the public plazas on Broadway in Times Square, the City agrees to extend the project south, creating the grand Broadway Boulevard, a more than 25-block-long bike lane and parking-protected pedestrian plaza.

T.A. discovers the underfunded Police Athletic League Play Streets program and begins to connect communities without access to open space to the program by assisting with

the application process and petitioning the City of New York to increase the applicant pool and create a simpler, shorter application.

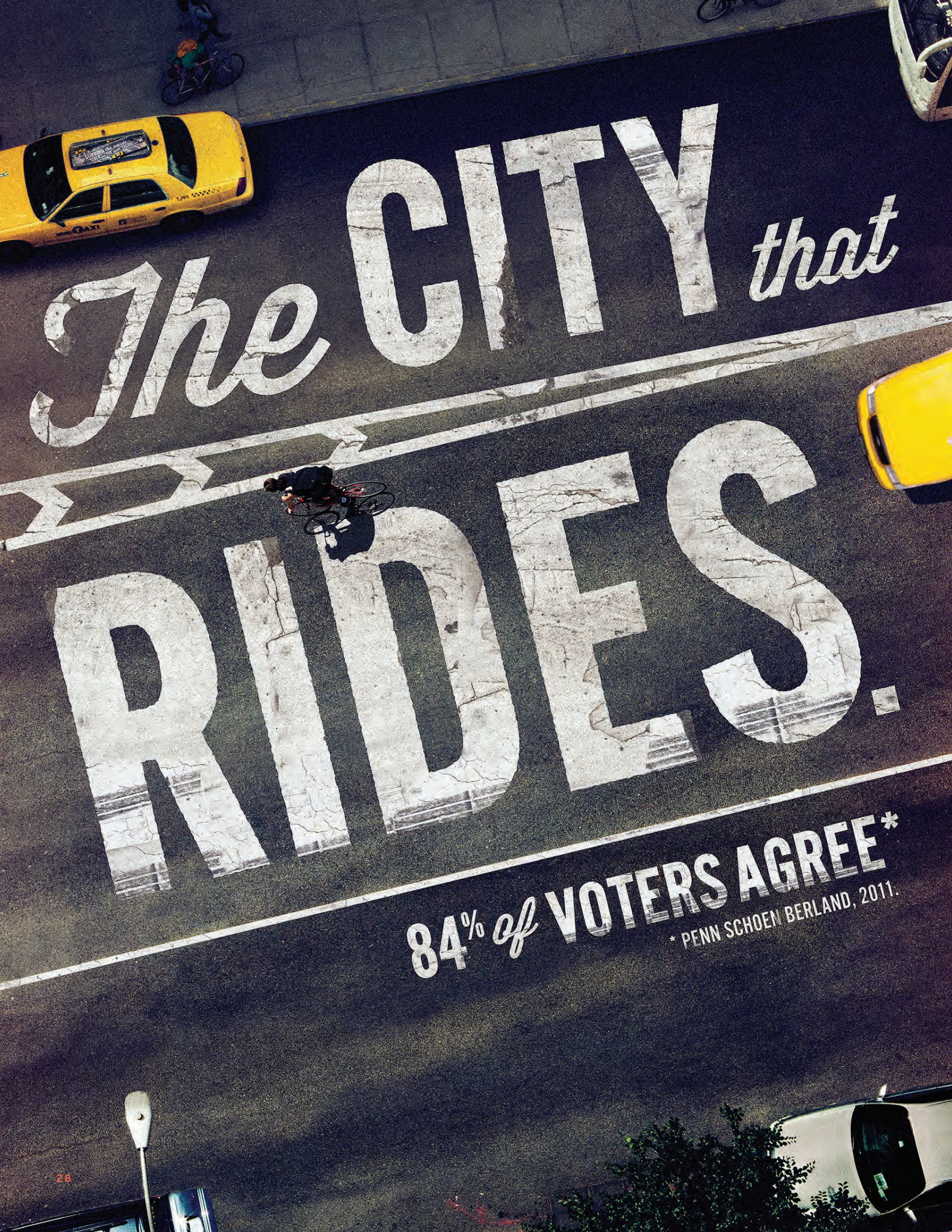
2011

After thousands of T.A. supporters petition the City of New York and call their local officials about their love of the car-free Times Square, the City submits designs for making the pedestrianization of the Crossroads of the World a permanent part of the streetscape, and the \$27 million redesign begins.

2013

More than 22 neighborhood public plazas are installed or under construction, and scores of major streets have been redesigned to include car-free space, like Delancey Street, Grand Army Plaza and Madison Square. In Prospect and Central Park, one traffic lane is changed from car to bicycle designation, giving pedestrians, cyclists and drivers each their own lane, and for the summer of 2013, Central Park's north loop drive will be entirely closed to car traffic. There will be more than 20 Play Streets occurring in New York City in the summer of 2013.





100,000 STRONG: THE T.A. COMMUNITY

From New York City's highest public office to the local community board, Transportation Alternatives' public reputation as a potent political force hinges on a finely tuned ability to educate, empower, organize and rally masses of New Yorkers. This is how T.A. turns the strength of a staff of 28 full-time activists and community organizers into a citywide movement. Providing New Yorkers with tools to rewrite their neighborhood's story and connecting New Yorkers with a direct line to the halls of power, the T.A. community multiplies the political power of T.A.'s small staff.

Over 40 years, T.A. cultivated a network of local experts, urbanists, dreamers and do-ers willing to fight for New York City: T.A.'s Advisory Council and Board of Directors, an activist committee in every borough, 10,000 dues-paying members and thousands of volunteers are the backbone, heart and head of the T.A. community.

For guidance and leadership, T.A. turns to its Board of Directors and Advisory Council. These teams of doctors, lawyers, scholars, urban planners, business owners, financial wizards and community leaders encompass a perspective as broad as New York itself. This influential group ensures that T.A. stays on course, and under their advisement, each of T.A.'s networks – funders, T.A. members and activists – has grown exponentially.

In every borough, every month, T.A. activist committees gather to strategize, socialize and sound off on the places they see the need to apply T.A.'s mission into immediate goals. These local activists are experts on their home borough, and inspired to bring change to the places that matter most to them. Moreover, they organize locally with the understanding that their community exists as a unit, and the improvements T.A. can help them secure become self-contained examples for the entire borough. With at least three annual goals that advance T.A.'s mission locally, these community activists represent T.A. at the borough level while transforming streets citywide into Complete Streets.

This year, in the East Village and on the Lower East Side, a group of T.A. supporters and small business owners joined forces to start a new chapter in the T.A. community,

inaugurating the first ever Bike Friendly Businesses District. It's a new idea that does more than prove that bicycling is good for the bottom-line; it's a way for business owners to participate in the T.A. community. From this new coalition, small business owners advocate together for better bicycling in their community. And since they've won new bike parking and bike lanes in the district, bicycling there has only increased. It's a virtuous cycle, and a welcome new part of the T.A. family.

For T.A.'s 100,000 supporters, standing with T.A. is about more than self-identification as a bicyclist or a bus rider or a pedestrian – it's about standing up for what's right. The T.A. community is built on a shared idea of justice and a belief that all New Yorkers deserve safe passage and a real say in how they get from A to B.

For those 100,000 New Yorkers, T.A. is the voice at the other end of the line. Whether they're enraged at the unjust treatment of pedestrians in New York City or inspired to bring bike lanes to their neighborhood, they know T.A. has the tools, the political prowess and the open arms to meet their goals and solve their problems.

On each of T.A.'s five bike tours, volunteers wear a sticker that reads, "I'm here to help." At community board meetings, T.A. activists wear a sticker that reads, "Talk to me about your neighborhood." These little markers are more than conversation-starters; they're the most ardent mantra of a 40-year-old organization, and the guiding light of T.A.'s continued growth: **Talk to T.A. about your neighborhood, we're here to help.**

POWERED BY PEOPLE

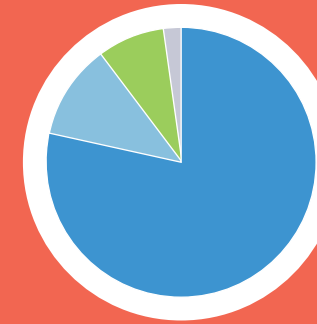
Transportation Alternatives is powered by the passion and financial support of New Yorkers who believe in T.A.'s vision for a better city. These forward-thinking urbanites are more than the bold activists and generous donors who keep T.A. at the frontlines of a changing city; **these are T.A. members.** For almost the entirety of Transportation Alternatives' 40 years, membership has been the moral resonance buoying T.A. activism. Once an all-volunteer effort, T.A. has grown into a New York City institution, with more than 10,000 dues-paying members investing in our work each year.

In 2012, for the first time, contributions from T.A. members, foundations and corporate partners totaled more than three million dollars – roughly double T.A.'s annual budget just six years ago.

Fully three-quarters of T.A.'s income comes from individual donors. Whether paying membership dues, registering for a T.A. bike tour or donating to support the specific organizing effort of the day, the people who support T.A. propel the vision of a better New York City – where bicycling, walking and public transit are the norm – to new heights each year.

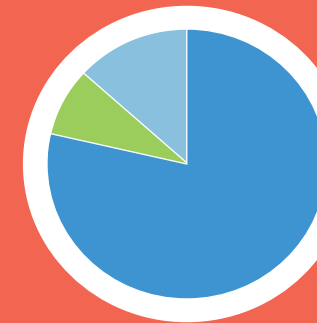


2012 DONOR SUPPORT



- Individuals: 79.6%
- Foundations: 12.6%
- Corporate: 7.3%
- Government: 0.5%

TOTAL EXPENSES



- Program Services: 78%
- Management: 13%
- Fundraising: 9%

TOTAL REVENUE

2009	\$2,101,563
2010	\$2,320,081
2011	\$2,757,164
2012	\$3,066,686

FINANCIAL STATEMENTS

December 31, 2012, 2011, 2010, 2009

REVENUES & OTHER SUPPORT

	2012	2011	2010	2009
Contributions	\$1,707,531	\$1,508,015	\$1,133,949	\$818,699
Membership	\$279,843	\$216,381	\$229,891	\$268,730
Grants	\$515,399	\$383,398	\$201,350	\$290,453
Program Service Fees	\$394,195	\$366,937	\$283,626	\$230,030
Sponsorship	\$134,015	\$129,771	\$99,624	\$164,308
Interest Income	\$2,643	\$3,383	\$3,509	\$3,898
Other	\$33,060	\$14,779	\$54,408	\$37,827
Funds Released from Restriction	\$-	\$134,500	\$313,724	\$287,618
TOTAL REVENUE & OTHER SUPPORT	\$3,066,686	\$2,757,164	\$2,320,081	\$2,101,563

EXPENSES

Program Services	\$2,576,173	\$2,140,281	\$1,649,003	\$1,599,722
Management	\$254,024	\$337,118	\$270,758	\$138,907
Fundraising	\$174,398	\$213,755	\$184,746	\$132,631
TOTAL EXPENSES	\$3,004,595	\$2,691,154	\$2,104,507	\$1,871,260
Change in Net Assets	\$56,958	\$66,010	\$215,574	\$230,303
Net Assets at Beginning of Year	\$1,424,870	\$1,358,869	\$1,188,295	\$957,992
NET ASSETS AT END OF YEAR	\$1,481,837	\$1,424,879	\$1,403,869	\$1,188,925

STATEMENT OF FINANCIAL POSITION

December 31, 2012, 2011, 2010 & 2009

ASSETS	2012	2011	2010	2009
Cash and Cash Equivalents	\$1,284,661	\$1,290,567	\$1,226,243	\$1,074,047
Accounts Receivable	\$207,244	\$156,645	\$191,811	\$111,707
Pledges Receivable	\$-	\$-	\$-	\$8,602
Prepaid Expenses	\$27,860	\$21,780	\$10,624	\$10,394
Deposits	\$16,583	\$16,583	\$16,583	\$16,583
Fixed Assets, Net of Depreciation and Amortization	\$57,079	\$51,465	\$18,749	\$12,679
TOTAL ASSETS	\$1,593,427	\$1,537,040	\$1,464,010	\$1,234,012

LIABILITIES

Accounts Payable	\$53,957	\$59,661	\$55,086	\$40,662
Security Deposit	\$-	\$-	\$5,055	\$5,055
Loans Payable	\$-	\$-	\$-	\$-
TOTAL LIABILITIES	\$53,957	\$59,661	\$60,141	\$45,517

NET ASSETS

Unrestricted Net Assets - Board Designated	\$400,000	\$400,000	\$300,000	\$200,000
Unrestricted Net Assets	\$1,081,837	\$1,024,879	\$888,295	\$757,992
Temporarily Restricted Net Assets	\$57,633	\$52,500	\$-	\$70,000
TOTAL NET ASSETS	\$1,539,470	\$1,477,379	\$1,188,295	\$1,027,992
TOTAL LIABILITIES AND NET ASSETS	\$1,593,427	\$1,537,040	\$1,234,012	\$1,150,991

DONORS

Transportation Alternatives gratefully acknowledges the following individuals and organizations whose generous contributions provide the financial resources to sustain T.A.'s campaigns for better biking, walking and public transit in New York City.

The following list represents major gifts received in 2012. T.A. is supported by more than 10,000 dues-paying members and a network of 100,000 supporters, and is immensely grateful to all the members whose gifts are not listed due to space limitations.

INDIVIDUAL SUPPORTERS

\$100,000+

Anonymous, via Foundation Source
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Rapha
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A thoughtful planned gift can minimize estate settlement costs and taxes, ensure that your property is managed in the manner of your choosing and guarantee income for life for your family.

Including Transportation Alternatives in your will or living trust is also a flexible way of leaving a lasting legacy and supporting T.A.'s work to make New York City a better place for future generations.

To learn more, call Ryan Nuckel at 646 873-6037, or [visit transalt.org/support/legacy](http://visit.transalt.org/support/legacy).

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CELEBRATING 40 YEARS OF

CAR-FREE PARKS

PLAY STREETS

PUBLIC PLAZAS

DEDICATED BUS LANES

COMPLETE STREETS

PROTECTED BIKE LANES

SAFER CROSSWALKS

BETTER CRASH
INVESTIGATIONS

EFFICIENT BUSES AND
AFFORDABLE SUBWAYS

GREENWAYS

BIKE SHARE

BIKES ON BRIDGES

BIKES ON SUBWAYS

MORE NEW YORKERS
BICYCLING THAN
EVER BEFORE



TRANSPORTATION
ALTERNATIVES