SINCE 1973,
YOUR ADVOCATE
FOR BICYCLING,
WALKING AND
PUBLIC TRANSIT.
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.
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...
It took a cow costume, a pedestrian barricade and an unpaid internship for me to find Transportation Alternatives.

For a young man fresh out of the University of Montana, as I was in 1977, New York City streets appeared to be a grid of infinite potential. And I poured all my aspirations into an unpaid internship at the Institute for Transportation and Development Policy, which luckily shared office space with a local activist organization called Transportation Alternatives.

On occasional late nights at the office, I would stay to help T.A. organize their activities. For my first foray into T.A. activism, I donned a cow costume and with a herd of others, protested pedestrian barricades that had been recently installed in Midtown Manhattan. “Don’t fence us in,” we moaned. And at some point, I looked at the anarchic, eye-catching scene we’d created and thought: “These are my people, T.A. people!”

Life in Montana had taught me a fond familiarity of cows, but my passion for direct action came from a different place. As a kid, that passion found a compatriot in Transportation Alternatives. Seventeen years later, I hooked over as T.A.’s Executive Director. Transportation Alternatives then boasted a history of civil disobedience and absolute effectiveness, having added an estimated two inches to the city’s 20 mph zones over the years. T.A. was the stuff of legend, and I’m pretty confident in: Right now, there are 100,000 New Yorkers who are the heart and soul of Transportation Alternatives, and the oomph behind our every fight for a better way. Next year, there’s going to be even more of them – a lot more.

When I was a young activist, I saw a cow as the stuff of legend in the city’s bikes 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.

Paul Steely White

LETTER FROM THE EXECUTIVE DIRECTOR

PAUL STEELY WHITE

40 YEARS OF EXTRAORDINARY LEADERSHIP

Rivvy Berkman, Executive Director 1973 to 1975
Charlie McCorkell, Executive Director 1975 to 1979
Lawrence Kellner, Executive Director 1979 to 1980
Janet Weinberg, Executive Director 1981 to 1984
Gail Boorstein, Executive Director 1986 to 1987
Charles Romanoff, President 1990 to 1992
Jerry Schwartz, President 1992 to 1993
John Kaehny, Executive Director 1994 to 2004
Paul Steely White, Executive Director 2004 to present

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 1977, 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 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 1960s 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 footsteps are in these struggles, but also in the protest movements of the 1960s. While fighting for civil rights and struggles, but also in the protest movements of the 1960s. While fighting for civil rights and

During this period, a precursor of T.A. demonstrated at the General Motors Building for T.A.’s values to enter the mainstream, but also an activist organization called Transportation Alternatives. In the beginning, T.A. was on the fringes of city transportation, a watchdog, author of 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 bikes 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 Department of Transportation and Development Policy.

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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, stressed 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 bicyclist 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.

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?

Before Transportation Alternatives challenged the status quo, the idea of improving bus service 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 necessary 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.

**BETTER BUSES**

The 57-year-old transportation system was notoriously considered a lost cause. The 57-year-old idea of improving busing in New York City was challenged the status quo, the idea of shifting and adding new underground ownership is scant, populations are slow, inefficient and traffic-clogged. Yet on-\-street public transportation is necessary in a city where car ownership is scant, populations are shifting and adding new underground...
14,101
Number of people who watched Intersection Follies, the first educational YouTube video by T.A.’s Bike Ambassador field team.

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.

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 60 mph.

8,053
Minimum number of cities that visitors to transalt.org came from in the last year.

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.

+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.

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.

8,000
Minimum number of bicyclists the Bike Ambassadors talked to about bicycling politely this year.

+300
Percentage change in the number of T.A. Bike Friendly Businesses in New York City since 2011.

+130
Percent change in the number of bicyclists on the East River bridges following Hurricane Sandy.

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.

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.

+300
Percentage change in the number of T.A. Bike Friendly Businesses in New York City since 2011.

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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. Called 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 decision-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.
TRANSPORTATION ALTERNATIVES’ 2012-2013 ANNUAL REPORT

INTRODUCTION

In 2012, TRANSPORTATION ALTERNATIVES (T.A.) introduced to New York City officials the recently inaugurated bike share program that T.A. needs to improve public health. The arrival of Citi Bike—now serving Manhattan and Brownstone Brooklyn, more than seven miles were added, making bicycling a more accessible choice than ever before. Now, T.A.’s Dr. Carl Henry, a public health champion, is exclusively tasked with safer Brownsville streets and mid-block crossings to make the “super blocks” that proliferate in Brownsville safer. The model for Complete Streets on Allen Street and 1st and 2nd avenues and the campaigns launched in 2011 for Complete Streets on 4th 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 walking and bicycling remains an ideal retreat 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 spaces 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 park loop drives with a safer share of the road space. Now, in both Central and Prospect parks, walkers, bicyclists and car drivers have one entire lane each.

CITY 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 2012 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 City Bike in mind, T.A. has fought for Complete Streets with specific dedication to the neighborhoods where City 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 4th and 6th avenues in Manhattan, and Atlantic Avenue and Jay Street in Brooklyn.

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, bus riders 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 with new pedestrian spaces and bicycle lanes on Plaza Street in Brooklyn. In the Midtown Manhattan area, more than eight miles of cross-town bicycle routes make connecting to a safe street easier than ever before. Also, pedestrians have a new mid-block way to walk “6th and 12 Avenue,” with stop signs, raised crosswalks and pedestrian-only waiting areas connecting West 35th Street to West 37th 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 puzzle this year. 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 correct signal timing and sharing 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 127 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.

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 Corona 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. While bicycle lanes, a critical Complete Streets component, are accessible, their benefits are 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 everywhere.

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

unavailable 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

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12

13
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.'s 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

By 1992, the City of New York institutes a full-time ban on cars on this section of the bridge. T.A. secures 24-hour bike access to the bridge surface – removed a critical link in the Brooklyn Waterfront Greenway.

In response to T.A.'s Safety Action Plan, the City publishes their Bicycle 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 providing funding for the previous 30 years.

Mayor Michael Bloomberg appoints Janette Sadik-Khan to lead the Department of Transportation. In 2006, Sadik-Khan's Bike Safety Action Plan, 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.

Mayor Bloomberg publishes PANYC's 2005-2050 guide to building Brooklyn's Ocean Parkway, as a first in the nation. Mayor Bloomberg jumps into the lane at each community board hearing, and hundreds crowd to attend a family bike parade that demonstrates that protected bike lanes are safe enough for the training-wheel set.

A parking-protected bike lane on Brooklyn's Prospect Park West becomes a flash-point of bike lane love, prompting hundreds of Brooklynites to rally in defense of the area's 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 commercial buildings allow bicyclists to bring bikes inside, wrapping up a major barrier keeping New Yorkers from bicycling to work.

One year after the City announces an 8-mile network of two-way bike lanes to City Hall, Jan Gehl on a series of meetings with stakeholders from cycle clubs to city planning offices, T.A. secures the City to study bicycle fatalities, adopt new bike lane markings and 'shared road' signs, and work with T.A. to develop a bike safety outreach plan geared toward drivers and bicyclists.

Mayor Bloomberg appoints Janette Sadik-Khan to lead the Department of Transportation. In 2006, T.A. convinces the City to build ranges for cyclists at each entrance of all four bridges.

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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 Corridors, 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.
**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 adopt 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 Michelle Obama and public health advocates nationwide, and they’re providing space to play in more than 26 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 2013, 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 10 proposals, more than 100 applications and is actively assisting T.A. fielded scores of inquiries about the application process, and is actively assisting neighborhoods as they demand a slower, safer space for their community.

**SAFE 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, Flushing, 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-based 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 have changed thousands of young people’s 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.

**UNDERSEVERED 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 affected by car traffic, and with original research, shines a light on the inequity. In recent years, T.A.’s Dr. Carl Henry Nash 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 2011 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 Santan’a 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 neighborhods 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 se- lection 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 neighbor- hood, 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 com- munities 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.
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 1975, 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-

1988

After a 15-month-old girl crossing the street with her mother is dropped 13 blocks by a car driver while run red light, the nation’s first red light enforcement cameras are installed on New York City streets.

1993

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

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 post-hole boulders are installed in New York City, an early example of a邻里 addition to the street exclusively for safety purposes and a direct result of T.A. demand.

1997

After years of research and development, T.A. introduces “Safe Routes to School” program to improve safety for children walking to and from school. By 2006, the program is included in the federal transportation bill and implemented in cities across the nation, including school streets for millions of schoolchildren across America.

1998

T.A. kicks off a campaign to reduce New York City speed limit, and soon after, Mayor Rudolph Giuliani endorses a T.A.-sponsored bill to reduce traffic speeds.

2000

T.A.’s Safe Routes to School program is funded by members of the House of Representatives. By 2006, the program is included in the federal transportation bill and implemented in cities across the nation, including school streets for millions of schoolchildren across America.

2003

In response to a spate of deaths of older New Yorkers and the disproportionate rates of older New Yorkers struck by vehicles, T.A. introduces the Safe Routes for Seniors program.

2007

With planters and paint, T.A. lays down a guerrilla 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 identical 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. requests for traffic calming due to a report 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.

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 submits 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 map 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 streets for T.A.’s safe street interventions for years to come.

2013

In direct line with T.A. recommendations from 1999 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. rallies local communities to the street, helping to submit more than 100 applications to the first round of five zones.

2012

At T.A.’s behest, the City of New York introduces a 20-35 percent shorter Play Streets application.

2013

The number of applications for Play Streets soared—After years of legislative standoffs, T.A. introduced the Speed Camera Bill, a string of violent crashes caused by speeding inspirations. T.A. supporters to send more than 6,000 letters to Albany decision-makers and rally the support of the region’s police chief, comptroller, public advocate and entire New York City Council behind the bill. Thanks to T.A.’s activism 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.

2015

More than 25 Safe Routes for Seniors interventions and more than 150 Safe Routes to Schools interventions have been implemented on New York City streets. Fourteen Neighborhood Slow Zones have been approved and are scheduled for installation in five communities 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 the New York State Assembly. Twenty additional zones are scheduled to have speed cameras installed.
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 arouses 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 tanslate.org/vote, a user-driven platform that takes T.A.’s most popular issues directly to the candidates, in the form of 100,000 supporters to the DMV’s most populist issues directly to vote, a user-driven platform that takes T.A.’s most populist issues directly to vote, a user-driven platform that takes T.A.’s most populist issues directly to vote, a user-driven platform that takes T.A.’s most populist issues directly to vote, a user-driven platform that takes T.A.’s most populist issues directly to vote, a user-driven platform that takes T.A.’s most populist issues directly to vote. 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 near crash 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 2012. By forcing the New York City Police Department to publish summonses 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 its recommendations. Since its publication, T.A. activists have been steadily checking recommendations off the list. Public access to NYPD summonses 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. Ruling 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.
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 of New York City’s crown jewels, Central and Prospect Parks - has advanced 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.

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. This change destroys the sunken gardens of the Waldorf Astoria, among other roadside beautifications, on the once 35 foot wide sidewalks.
1914 The New York City Police Athletic League initiates street closures for car traffic, opening the space to kids to encourage outdoor play creating the first “Play Street.”
1919 The Death and Life of Great American Cities, and Jane Jacobs publishes The Death and Life of Great American Cities.
1943 Donald Appleyard publishes Livable Streets, establishing the first scientific correlation between quality of life and urban streets.
1961 Jane Jacobs publishes The Death and Life of Great American Cities, and inspire T.A.’s founding by pointing out that cities function better as a whole when streets encourage socialization, rather than by domination by cars.
1978 T.A. rallies around the car-free potential of Broadway declaring on a series of photocopied flyers, “Cars off of Broadway.”
1979 After T.A. gathers a “blue ribbon panel” to recommend that car-free periods are key to safer Central Park, the City of New York turns with T.A.’s recommendation, 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 streets.
1990 With the help of local activists, T.A. musters 25,000 postcards to Brooklyn Borough President Howard Golden demanding a study of the feasibility of a car-free Grand Army Plaza.
1992 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 bike tables, New York City’s first public plaza is born. In 2013, it was paved into a permanent, raised plaza.
2000 A "Car-Free Grand Concourse" closes the Grand Concourse to car traffic from 141st to 190th Street. Originally reserved for summer Sundays, the T.A. Bronx Action Committee successfully extends the program through November.
2001 After six years of campaigning and community research, T.A. activists bring improved conditions to the Broadway Times Square, including wider sidewalks, improved parking regulations and new traffic patterns. T.A. responds to the victory by calling for more a "pedestrian- and transit-friendly" on Broadway from 86th to 105th Streets. Protected bike lanes and pedestrian plazas are created on the street along in 2010.
2005 In Park Slope, Brooklyn, T.A. activists open lawn chairs along car-free streets and spend the day relaxing there. The little space furrows 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 park 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.”
2001 T.A. initiates alternating morning and evening closing of car-free parks 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 drive.
2002 DOT Commissioner Irina Weinshall responds to T.A.’s demand for a more pedestrian-dedicated Central Park by adding the 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.
2005 Thanks to a select group of T.A. donors who financed its seed, T.A. brings urban planner Jan Gehl in from Copenhagen. The people are the driving forces that led Gehl’s nameake are the illustrations 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.
2007 With T.A.’s continued vocal support, the City of New York publishes PLAN:2030, including the commitment to install a public plaza in every New York City neighborhood.
2008 T.A. publishes Streets to Cars: a seminal report documenting the economic, social and health benefits of dedicating public spaces. Nearly all of the eight-point list of recommendations toward a more walkable city have since become City policy.
2009 The DOT announces the New York City Public Plazas program with a budget of over $43 million over three years, to build public plazas into under-construction streets. With T.A.’s support, more than 25 new public plazas have been completed, with another 24 planned or under construction.
2010 After T.A. rallies thousands of supporters enamored with the public plazas on Broadway in Times Square and Madison Square, the City agrees to extend the project south, creating the grand Broadway Boulevard, a more than 25-block-long bike lane and parking-plaza previewing the Plaza.
2011 T.A. discovers the underutilized Police Athletic League Plaza Streets program and begins to connect plazas – some with access to open space to the program by assisting in their application process and petitioning the City of New York to increase the applicant pool and create a simpler, shorter application.
2012 More than 22 neighborhood public plazas are installed or under construction, and scores of major streets have been redesigned to include car-free spaces – from neighborhood public plazas to Times Square’s expanses of New York City’s crown jewels, Central and Prospect Parks – has advanced 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.
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.
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

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<td>Membership</td>
<td>$279,843</td>
<td>$216,381</td>
<td>$229,891</td>
<td>$268,730</td>
</tr>
<tr>
<td>Grants</td>
<td>$519,199</td>
<td>$397,899</td>
<td>$201,750</td>
<td>$250,413</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>$131,852</td>
<td>$98,553</td>
<td>$68,867</td>
<td>$30,907</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$132,010</td>
<td>$127,711</td>
<td>$97,042</td>
<td>$154,910</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$2,442</td>
<td>$1,389</td>
<td>$3,018</td>
<td>$3,898</td>
</tr>
<tr>
<td>Other</td>
<td>$31,710</td>
<td>$24,795</td>
<td>$31,724</td>
<td>$37,272</td>
</tr>
<tr>
<td>Funds Released from Restrictions</td>
<td>$-</td>
<td>$176,000</td>
<td>$113,794</td>
<td>$287,616</td>
</tr>
<tr>
<td><strong>Total Donor Support</strong></td>
<td><strong>$3,066,686</strong></td>
<td><strong>$2,757,164</strong></td>
<td><strong>$2,320,081</strong></td>
<td><strong>$2,101,563</strong></td>
</tr>
</tbody>
</table>

### TOTAL EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$2,576,173</td>
<td>$2,140,281</td>
<td>$1,649,003</td>
<td>$1,599,722</td>
</tr>
<tr>
<td>Management</td>
<td>$254,024</td>
<td>$337,118</td>
<td>$270,758</td>
<td>$138,907</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$174,398</td>
<td>$213,755</td>
<td>$184,746</td>
<td>$132,631</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$3,004,595</strong></td>
<td><strong>$2,691,154</strong></td>
<td><strong>$2,104,507</strong></td>
<td><strong>$1,871,260</strong></td>
</tr>
</tbody>
</table>

### Net Assets

- **Unrestricted Net Assets - Board Designated**: $400,000
- **Unrestricted Net Assets**: $1,539,470
- **Temporarily Restricted Net Assets**: $53,957

### ASSETS

- **Cash and Cash Equivalents**: $1,284,661
- **Accounts Receivable**: $207,244
- **Prepaid Expenses**: $27,860
- **Deposits**: $16,583
- **Fixed Assets, Net of Depreciation and Amortization**: $57,079

### LIABILITIES

- **Accounts Payable**: $53,957
- **Funds Released from Restrictions**: $-134,500

### STATEMENT OF FINANCIAL POSITION

- **Net Assets at End of Year**: $1,481,837
- **Net Assets at Beginning of Year**: $1,358,869

### TRANSPORTATION ALTERNATIVES’ 2012-2013 ANNUAL REPORT
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.

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$100,000+
Anonymous, via Foundation Source
Mark & Judy Gorton
Thomas L. Kemper, Jr.

$50,000-$99,999
Anonymous
Alexandra & Paul Herran

$25,000-$49,999
Marc Agger & Francesca Connolly
George Beane & Patricia Begley
Christopher Davis & Sharon Saul Davis

$10,000-$24,999
Kathleen Berger
Mike Epstein & Jesse Minz-Roth
Peter Fishel & KC Rice
Paul Gertner & Rochelle Serwator

$5,000-$9,999
Christopher Davis & Sharon Saul Davis
Marc Agger & Francesca Connolly

$2,500-$4,999
Mary Beth Kelly
Suzanne Buchta

$1,000-$2,499
Kathleen Berger
Daniel Kaizer & Adam Moss

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$1,000-$2,499
Michael & Elena Paterson
Maury Rubin
Kati & Peter Wunsch

$50,000-$99,999
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Kathleen Adams

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Mary Beth Kelly
Suzanne Buchta

$5,000-$9,999
Michael & Elena Paterson
Maury Rubin
Kati & Peter Wunsch

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Elizabeth Gilmore
Paul Gertner & Rochelle Serwator

$100,000+
Mary Beth Kelly
Suzanne Buchta

$50,000-$99,999
Michael & Elena Paterson
Maury Rubin
Kati & Peter Wunsch

$25,000-$49,999
Paul Gertner & Rochelle Serwator

$10,000-$24,999
Kathleen Berger
Mike Epstein & Jesse Minz-Roth
Peter Fishel & KC Rice
Paul Gertner & Rochelle Serwator

$5,000-$9,999
Christopher Davis & Sharon Saul Davis
Marc Agger & Francesca Connolly

$2,500-$4,999
Mary Beth Kelly
Suzanne Buchta

$1,000-$2,499
Kathleen Berger
Daniel Kaizer & Adam Moss

PLANNED GIVING
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 lasting legacy and supporting T.A.’s work to make New York City a better place for future generations.
To learn more, call Ryan Nakel at 646-379-6015 or visit transalt.org/support/

MATCHING GIFT SUPPORT
ABC Matching Gifts
Brooklyn Community Foundation
Deutsche Bank Americas Foundation
Earthshare
Earthshare Foundation
Goldman, Sachs, & Co
Google
New York Community Trust
Open Society Foundations
Robert Wood Johnson Foundation
United Way of New York City
Wadsworth Advisors

IN-KIND GIFTS
Adeline Adeline
Brooklyn Cruiser
Henny’s Restaurant
James Beard Foundation
New York Transit Museum

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