

RUTGERS

Edward J. Bloustein School
of Planning and Public Policy

TOGETHER
**NORTH
JERSEY**

Evaluation Report

THE NEW BRUNSWICK CICLOVIA 2013



Prepared by :

Alan M. Voorhees
Transportation Center
Edward J. Bloustein School of
Planning and Public Policy
Rutgers, The State University of
New Jersey

Prepared for :

New Brunswick Tomorrow



About

This report was written by Charles Brown, MPA and Heather Martin of the Alan M. Voorhees Transportation Center (VTC) at Rutgers, The State University of New Jersey.

The Alan M. Voorhees Transportation Center (VTC) is a national leader in the research and development of innovative transportation policy. Located within the Edward J. Bloustein School of Planning and Public Policy at Rutgers University, VTC has the full array of resources from a major research university on transportation issues of regional and national significance.

Alan M. Voorhees Transportation Center

Edward J. Bloustein School of Planning and Public Policy
Rutgers, The State University of New Jersey
33 Livingston Avenue, Fourth Floor
New Brunswick, New Jersey 08901

For questions or comments, you may contact Charles Brown, MPA at charles.brown@ejb.rutgers.edu

This report was prepared for New Brunswick Tomorrow (NBT). New Brunswick Tomorrow is a non-profit organization dedicated to enriching the lives of New Brunswick's people. Since 1975, NBT has been at the center of New Brunswick's social and economic revitalization. NBT has been privileged to partner with hundreds of community organizations and dozens of funders who all share their passion for "Moving People Forward."

New Brunswick Tomorrow

390 George Street
New Brunswick, New Jersey 08901

This report was funded under a TOGETHER NORTH JERSEY Local Government Capacity Grant. The TOGETHER NORTH JERSEY Local Government Capacity Grant Program (LGCGP) provides financial and/or technical assistance to county and municipal members of the TOGETHER NORTH JERSEY Steering Committee to conduct outreach, analysis, coordination and planning activities that help build the capacity of local governments to support and materially advance the development of a Regional Plan for Sustainable Development for the 13-county North Jersey Transportation Planning Authority (NJTPA) region.

Together North Jersey

Edward J. Bloustein School of Planning and Public Policy
Rutgers, The State University of New Jersey
33 Livingston Avenue, Fourth Floor
New Brunswick, New Jersey 08901

Disclaimer

The contents of this report reflect the views of the authors who are responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the U.S. Department of Housing and Urban Development, U.S. Department of Transportation, Together North Jersey, or New Brunswick Tomorrow. This report does not constitute a standard, specification, or regulation.

Acknowledgments

The authors of this report are indebted to Together North Jersey, City of New Brunswick, David Aimen, AICP, Christopher Hanson, PhD, Paul (Danny) Yoder, and James Sinclair of the Alan M. Voorhees Transportation Center at Rutgers University, Jaymie Santiago and Jeffrey Vega of New Brunswick Tomorrow, and the many members of the New Brunswick Ciclovía Advisory Committee and Subcommittees for their valuable contributions, insights, and feedback throughout the study.

The authors would like to thank the following graduate students (past and present) from the Edward J. Bloustein School of Planning and Public Policy at Rutgers University for volunteering to administer intercept surveys and take pictures on the day of the Ciclovía:

Allan Zaretsky	Xiaozhou Zhang
Simone Herndon	Ruchi Shrivastava
Isamu Pant	Maggie Dobbs
Richard Rabinowitz	David Lira
Caileen Carr	Juan Rodriquez
Andrew Bomberger	Ioanna Tsoulou
Steve Courage	Grant Engel
Randy Fixman	Jessie (Ci) Yang
Chris Townley	Mike Manzella
Rewa Marathe	Kuo Ren
Mikhail Kublanov	Medha Dixit
Kelsey Bridges	Betsy Harvey
Xunjing Wu	

Lastly, the authors would like to extend a special thank you to all the collaborative partners, residents, businesses, and supporters who participated in the developing the New Brunswick Ciclovía.



Multiple people on bicycles at Ciclovía

Table of Contents

About	ii
Disclaimer	ii
Acknowledgments	iii
Executive Summary	1
Introduction	5
Overview of Ciclovía	7
About New Brunswick	9
New Brunswick Ciclovía	9
Formation of the Ciclovía	10
Lead Partners and Funding.....	10
Advisory Committee and Subcommittees.....	10
Mission, Goals and Objectives	11
Marketing and Outreach	12
Data and Methodology	14
Interviews	14
Intercept Surveys.....	14
Ciclovía Attendance Counts.....	16
Research Team Direct Observations.....	16
Evaluation	19
Pre-Ciclovía Planning Process.....	19
Goals and Focus of the Event.....	19
Committees.....	20
Communications	21
Planning Timeline	21
Route Development.....	22
Effectiveness of the New Brunswick Ciclovía	23
Goal #1: Launch the First Ciclovía in New Jersey Contributing to the Global Ciclovía Movement	23
Goal #2: Mobilize Community Members to Embrace Active Living to Increase Overall Health and Wellness.....	40
Goal #3: Encourage Non-Motorized Transportation as a Safe and Alternative Mode of Transportation	45
Goal #4: Promote Social Interaction and Engagement to Build Community.....	47
Goal #5: Galvanize the City’s Diverse Organizations, Institutions, and Businesses to Strengthen Collective Effort around a Shared Vision and Long-Term Sustainability	52
Goal #6: Strengthen Appreciation of New Brunswick as a Great Place to Live and Work.....	56
Goal #7: Design a Route that Supports Objectives and Delivers on Principles of Ciclovía.....	59

Conclusion..... 64

Epilogue 66

Discussion: Regional Connections, Implementation and Next Steps..... 68

APPENDIX..... 71

 Mission, Goals and Objectives71

 New Brunswick Ciclovia Budget72

 Survey Instrument74

 HUD Regional Indicators77

 HUD Regional Indicator Maps.....78

REFERENCES 81

List of Tables

Table 1. How Ciclovía Respondents Heard About the Event, by Race and Hispanic Origin	31
Table 2. How Ciclovía Respondents Heard About the Event by 2012 Household Income.....	31
Table 3. What types of activity are you doing?	41
Table 4. Weekly Exercise, Number of Responses and Percentages	42
Table 5. Would you consider walking or biking more?	43
Table 6. How did you get to today’s event?	45
Table 7. Would you consider walking or bicycling more after today?	46
Table 8. Has the Ciclovía taken you to areas of New Brunswick that you were unfamiliar with?	48
Table 9. Respondents’ Travel to Activity Centers	49
Table 10. How safe do you feel at the Ciclovía?	50
Table 11. How satisfied are you with the event overall?.....	53
Table 12. Would you support continued city funding for future Ciclovía events? (New Brunswick residents only).....	53
Table 13. How much do you or your family plan on spending during the Ciclovía?.....	57
Table 14. Did you discover a store or restaurant in New Brunswick today?	57
Table 15. Comparison of Ciclovía Route Lengths in Major US Cities.....	59
Table 16. What activity stations have you visited or do you plan to visit?	60

List of Figures

Figure 1. Family biking on Joyce Kilmer Avenue during Ciclovía.....	1
Figure 2. Children playing on Joyce Kimer Avenue	5
Figure 3. Family turning onto College Avenue.....	7
Figure 4. New Brunswick Ciclovía Route Map	9
Figure 5. New Brunswick Ciclovía Organizational Chart.....	11
Figure 6. New Brunswick Ciclovía Logo	12
Figure 7. Two women affiliated with Rutgers enjoying Ciclovía on College Avenue.....	13
Figure 8. Research Team Member Administering Survey	14
Figure 9. Survey Locations on Route.....	15
Figure 10. Young girl in scooter	16
Figure 11. Video Camera Rig (Attached to Street Lighting).....	16
Figure 13. Two joggers	17
Figure 12. Video Camera Locations on the Route	17
Figure 14. Free helmets being fitted by New Brunswick Bicycle Exchange volunteers	17
Figure 15. Teenager skateboarding.....	17
Figure 16. A family biking at Ciclovía.....	23
Figure 17. Bicycle and Pedestrian Attendance Count.....	24
Figure 18. Race and Hispanic Origin.....	25
Figure 19. Age Distribution	25
Figure 20. Hispanic Origin.....	26
Figure 21. Gender (%)	26
Figure 22. Income Distribution	27
Figure 23. New Brunswick Respondents by Home Address.....	28
Figure 24. Map of Outreach Locations.....	29
Figure 25. Survey Respondents by New Jersey Zip Code.....	30
Figure 26. How did you hear about today’s Ciclovía?	32
Figure 27. Save-the-date Cards Posted on Business Door.....	33
Figure 28. Community outreach at a fire station.....	34
Figure 29. Sign for the Teen Center Station, in English and Spanish.....	35

Figure 30. Children playing with a parachute	37
Figure 31. Siblings taking a break during their Ciclovía bicycle ride	39
Figure 32. Dance activities in downtown New Brunswick	40
Figure 33. Normal Activity Levels Relative to Ciclovía	42
Figure 34. A free dance class at Ciclovía, on College Avenue	44
Figure 35. Young girl on tricycle at Ciclovía.....	47
Figure 36. Word Cloud of Respondents’ Favorite Things about the Ciclovía	49
Figure 37. Ciclovía provided people with a great opportunity to walk their dogs.....	51
Figure 38. Survey volunteers on College Avenue.....	53
Figure 39. A mother and child on College Avenue	54
Figure 40. Cyclists on Joyce Kilmer.....	55
Figure 41. Do you consider New Brunswick a great place to live, work and play?	56
Figure 42. Does fear of crime or traffic affect your use of parks and streets in your neighborhood?.....	57
Figure 43. Bicycle riders crossing an intersection on Joyce Kilmer Avenue during Ciclovía	58
Figure 44. Attendance by video camera location	60
Figure 48. Ciclovía survey volunteers.....	62
Figure 45. Skateboarding at Ciclovía	62
Figure 46. No person is too small to enjoy the event	62
Figure 47. Dogs enjoyed being walked at Ciclovía	62
Figure 49. Children dancing on a stage at Ciclovía.....	64
Figure 50. Ciclovía is open to people of all abilities.....	65
Figure 51. Crowds of people seen on Joyce Kilmer Avenue	66
Figure 52. A volunteer helps direct traffic at an intersection	69



A happy family poses at Ciclovía

Executive Summary

The Alan M. Voorhees Transportation Center (VTC) undertook an effort to document and evaluate the overall success and effectiveness of the New Brunswick Ciclovía. Ciclovías, first introduced in Bogotá, Colombia in 1974 and expanded in 1982, temporarily close a set of streets along a defined route to vehicular traffic.¹ A Ciclovía is a free-form event that welcomes participants of all ages and abilities to enjoy free physical activity and recreation in a safe and inclusive environment. Ciclovías are designed to achieve a variety of objectives simultaneously by increasing physical activity, strengthening community engagement, encouraging active transportation, reducing environmental impacts, promoting public spaces and resources, and supporting local businesses.¹¹

New Brunswick held its very first Ciclovía, the largest in New Jersey, on Sunday, October 6, 2013 from 10:00 a.m. to 3:00 p.m. The 3.4 mile route (6.8 miles round-trip) opened streets for people to run, walk, bike, skate, and play and closed streets to car traffic. The New Brunswick Ciclovía is a joint partnership across public and private sectors, including four major organizing partners who provide strategic direction, financial support, research and evaluation, for the Ciclovía. The four organizing partners include the City of New Brunswick, New Brunswick Tomorrow (NBT), Johnson & Johnson, and Rutgers, The State University of New Jersey.

NBT served as the host agency and chair of the New Brunswick Ciclovía Advisory Committee. Entrusted the fiduciary role by the City of New Brunswick, NBT received support from Together North Jersey to support community outreach and to conduct a Ciclovía Evaluation through a Local Government Capacity Grant, funded by the U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant program. The City requested that Rutgers – The Alan M. Voorhees Transportation Center (VTC), a member of the project team for Together North Jersey, provide the evaluation. The grant was signed and awarded in June 2013.

The objectives of this report are to understand changes in perception before and after the Ciclovía and lessons learned to make future Ciclovías more effective; and to understand if the Ciclovía functions as an effective tool for changing attitudes and perceptions surrounding New Brunswick and its neighborhoods. This report examines how well the Ciclovía accomplished its goals of making active transportation a greater part of the daily lives of citizens, encouraging healthier lives through exercise, increasing civic/neighborhood pride and the prestige of New Brunswick as a place to live, work and visit, and activating citizens as more engaged advocates for their communities. Methods include direct observations, pre- and post-Ciclovía interviews with active Ciclovía advisory and subcommittee members, post-Ciclovía interviews with NBT Outreach Coordinators, intercept surveys and counts of Ciclovía participants on the day of the Ciclovía.



Figure 1. Family biking on Joyce Kilmer Avenue during Ciclovía

This evaluation made several key findings:

- The New Brunswick Ciclovía was an all-around success, despite the challenges posed by staff departure, short timeline, a difficult concept, and differing committee member priorities.
- The Ciclovía provided a forum and opportunity for effective collaboration among stakeholders to thrive. As a result, Advisory Committee members felt that stakeholder collaboration was effective not only before the Ciclovía but after as well. Committee members were able to deepen relationships with existing partners, establish new relationship, and educate the community at large on the positive benefits of hosting and being part of New Brunswick's first-ever Ciclovía.
- The New Brunswick Ciclovía very effectively increased the health and wellness of attendees on the day of the event. Nearly 83% of survey respondents were very satisfied or somewhat satisfied with their overall health. Another two-thirds reported meeting or exceeding the CDC recommendation of 150 minutes of moderate exercise per week, and participating in activity longer at Ciclovía than when they normally exercise. Additionally, 35.8% reported exercising three to four times a week (a minority reported exercising seven times a week or more), spending 30-59 minutes doing physical activity—far exceeding the rates reported for Middlesex County.
- The organic nature of the Ciclovía (pro-walking and bicycling), successfully encouraged non-motorized transportation as a safe and alternative mode of transportation. Nearly 92% of all survey respondents stated they would consider walking or bicycling more after they experienced the New Brunswick Ciclovía. This percentage was almost identical to New Brunswick residents (91%) who completed the survey.
- The Ciclovía promoted social interaction and engagement to build community by providing a safe and welcoming environment for people of diverse ages, abilities, and cultural backgrounds. Due in part to the success of the New Brunswick Outreach Coordinators and other elements of the marketing and outreach, the Ciclovía attracted over 4,000 attendees, effectively achieving its target of 2,000 – 3,000 participants. Moreover, over a third of survey respondents reported that the Ciclovía took them to areas of New Brunswick with which they were not familiar (38.6%), a large percentage, considering that about half of survey respondents were New Brunswick residents (46.1%). An overwhelming number of respondents indicated that they felt very safe from both traffic and crime at the Ciclovía (80.9% and 81.5%, respectively).
- The inaugural Ciclovía's organizational structure and administrative framework effectively generated revenue to support the first-ever Ciclovía in the City of New Brunswick, although a longer planning timeline, clearer organizational strategy, and stronger communication should yield even greater support for the Ciclovía in the future. The Ciclovía also cemented the support of participants. Nearly 94% of those surveyed were satisfied with the Ciclovía, and nearly 94% stated that they would support continued city funding for future Ciclovías.
- The Ciclovía captured and strengthened the appreciation of New Brunswick as a great place to live and work. When it comes to survey respondents' appreciation of New Brunswick, slightly over two-thirds of respondents (66.9%) consider New Brunswick a great place to live, work, and play. Not surprisingly, almost 75% of the respondents who live in New Brunswick considered New Brunswick a great place to live, work, and play (74.1%). About 49% of survey respondents expected to spend between \$10 and \$59 at the Ciclovía. Nearly 42% of all respondents and 31.4% of New Brunswick residents also discovered a store or restaurant in New Brunswick during the Ciclovía, which is highly encouraging since it could lead to more visitors and locals patronizing businesses or restaurants that they did not exist. This may also suggest that the Ciclovía encouraged or provided a reason for New Brunswick residents to travel outside their neighborhoods and become more familiar with the community as a whole.

Based on the findings, the research team made the following major recommendations:

Goal #1: Launch the First Ciclovía in New Jersey, Contributing to the Global Ciclovía Movement

- Define target audience and tailor marketing approach to those various user segments;
- Establish a default process to translate all English materials into Spanish; and
- Allow more time to establish and/or strengthen relationships with community members while doing outreach.

Goal #2: Mobilize Community Members to Embrace Active Living to Increase Overall Health and Wellness

- Develop mobile or activity center-based distribution of health information;
- Hold Ciclovía multiple times per year; and
- Reach those unsatisfied with their health.

Goal #3: Encourage Non-Motorized Transportation as a Safe and Alternative Mode of Transportation

- Deploy “Transportation Ambassadors” during the Ciclovía;
- Involve pedestrian/bike/health advocacy groups;
- Reduce number of vehicles on route during Ciclovía to zero, except emergencies;
- Convert “Stop”/“Go” paddles to “Stop”-only paddles ; and
- Review street re-opening procedure to ensure attendee safety.

Goal #4: Promote Social Interaction and Engagement to Build Community

- More activities and visual interest on route;
- Hold more cooperative or interactive activities; and
- Involve more groups to run activity stations, such as health organizations, animal shelter, religious leaders, Rutgers student groups, and local advocacy groups.

Goal #5: Galvanize the City’s Diverse Organizations, Institutions, and Businesses to Strengthen the Collective Effort Around a Shared Vision and Long-term Sustainability

- Bring the Ciclovía closer to financial self-sufficiency;
- Develop a more robust approach to connecting to businesses to encourage their participation and investment in the Ciclovía; and
- Work with City of New Brunswick to pay for police presence.

Goal #6: Strengthen Appreciation of New Brunswick as a Great Place to Live and Work

- Focus on the environmental and economic benefits, in addition to the health benefits; and,
- Hold several mini-Ciclovías in targeted residential neighborhoods.

Goal #7: Design a Route that Supports Objectives and Delivers on the Principles of the Ciclovía

- Work closely with businesses and public and nonprofit institutions to fully leverage resources;
- Revise the route, depending on goals and demonstrated interest;
- Use additional activities to “bridge” the less active stretches; and
- Install more extensive route signage.



Family standing by a mural during Ciclovía

Introduction

The Alan M. Voorhees Transportation Center (VTC) undertook an effort to document and evaluate the overall success and effectiveness of the New Brunswick Ciclovía. Ciclovías, first introduced in Bogotá, Colombia in 1974 and expanded in 1982, temporarily close a set of streets along a defined route to vehicular traffic.ⁱⁱⁱ A Ciclovía is a free-form event that welcomes participants of all ages and abilities to enjoy free physical activity and recreation in a safe and inclusive environment. Ciclovías are designed to achieve a variety of objectives simultaneously by increasing physical activity, strengthening community engagement, encouraging active transportation, reducing environmental impacts, promoting public spaces and resources, and supporting local businesses.^{iv}

New Brunswick held its very first Ciclovía event, the largest in New Jersey, on Sunday, October 6, 2013 from 10:00 a.m. to 3:00 p.m. The 3.4 mile route (6.8 miles round-trip) opened streets for people to run, walk, bike, skate, and play and closed streets to car traffic. The New Brunswick Ciclovía is a joint partnership across public and private sectors, including four major organizing partners who provide strategic direction, financial support, research and evaluation, etc, for the Ciclovía. The four organizing partners include the City of New Brunswick, New Brunswick Tomorrow (NBT), Johnson & Johnson, and Rutgers, The State University of New Jersey.

NBT served as the host agency and chair of the New Brunswick Ciclovía Advisory Committee. Entrusted the fiduciary role by the City of New Brunswick, NBT received support from Together North Jersey to support community outreach and to conduct a Ciclovía Evaluation through a Local Government Capacity Grant, funded by the U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant program. The City requested that Rutgers – The Alan M. Voorhees Transportation Center (VTC), a member of the project team for Together North Jersey, provide the evaluation. The grant was signed and awarded in June 2013.

The objectives of this report are to understand changes in perception before and after the Ciclovía and lessons learned to make future Ciclovías more effective; and to understand if the Ciclovía functions as an effective tool for changing attitudes and perceptions surrounding New Brunswick and its neighborhoods.

This report examines how well the Ciclovía accomplished its goals of making active transportation a greater part of the daily lives of citizens, encouraging healthier lives through exercise, increasing civic/neighborhood pride and the prestige of New Brunswick as a place to live, work and visit, and activating citizens as more engaged advocates for their communities. Methods include direct observations, pre- and post-Ciclovía interviews with active Ciclovía advisory and subcommittee members, post-Ciclovía interviews with NBT Outreach Coordinators, intercept surveys and counts of Ciclovía participants on the day of the Ciclovía.



Figure 2. Children playing on Joyce Kimer Avenue



Free rock climbing wall was popular with the kids

Overview of Ciclovía

Ciclovías, first introduced in Bogotá, Colombia in 1974 and expanded in 1982, temporarily close a set of streets along a defined route to vehicular traffic.^v A Ciclovía welcomes participants of all ages and abilities to enjoy free physical activity and recreation in a safe and inclusive environment. Ciclovías are designed to achieve a variety of objectives by increasing physical activity, strengthening community engagement, encouraging active transportation, reducing environmental impacts, promoting public spaces and resources, and supporting local businesses.^{vi} When implementing a Ciclovía, cities are able to choose which elements of a Ciclovía are most critical to addressing their particular set of circumstances and challenges. Thus, some Ciclovías are public health interventions almost entirely centered around physical activity, while other communities may use Ciclovía as an economic development tool by focusing on promoting merchants and downtown public spaces. Some cities, such as San Francisco, use Ciclovía as an opportunity to provide free, temporary public recreation space specifically in lower-income areas of the city that are under-served by public parks and open space.^{vii}

Ciclovías go by many names (e.g., Open Streets, Summer Streets, Sunday Streets), and there are now more than 120 cities with Ciclovía-type initiatives in North and South America.^{viii} The Ciclovía concept is spreading rapidly across cities in the United States as a relatively low-cost tool for combating obesity and related diseases.^{ix} Ciclovía evaluations, however, are still a relatively new research approach. As of 2013, only five evaluations of Ciclovía programs in the United States have been published, including Atlanta, San Francisco, St. Louis, San Antonio, and Chicago. Most of these evaluations heavily emphasized evaluating the Ciclovía in terms of its public health impact. However, the Chicago evaluation was somewhat unique because it used a blended research approach to evaluate the Chicago Open Streets program. The Chicago team examined the Ciclovía using community building, physical activity, and organization partnership metrics. The research team communicated with researchers from four of the cities to learn about their best practices in data collection and crafting survey questions. This evaluation, however, relies on the balanced strategy of the Chicago study as the primary basis for its overall research approach and methodologies.



Figure 3. Family turning onto College Avenue



Live music at Ciclovía

About New Brunswick

New Brunswick is a 5.2 square mile city located on the southwestern bank of the Raritan River in central New Jersey. With a population size of approximately 56,000 and a long history of attracting immigrant populations, this small city is home to a culturally rich and racially diverse population of homeowners, renters, and students. Today, the city continues to be home to a large immigrant population (36.8% are foreign born) originating primarily from Latin America (82.9% of foreign born). Almost 50% of the population self identifies as Hispanic (49.9%) and Spanish is spoken at home by 45.5% of the population (US Census, 2010). Adding to the rich diversity in New Brunswick, the city estimates that its population triples each day with employees, university students, and visitors.

Furthermore, New Brunswick is the county seat of Middlesex County, home to Rutgers, The State University of New Jersey, and many large health care establishments, including Johnson & Johnson Worldwide Headquarters; Robert Wood Johnson University Hospital; Bristol-Myers Squibb Children's Hospital; PSE&G Children's Specialized Hospital; Saint Peter's University Hospital; one Federally Qualified Health Center (FQHC), the Eric B. Chandler Health Center; and Saint Peter's Family Health Center at How Lane. Thus, from a public health perspective, with two of the largest medical centers in the region, New Brunswick is sometimes described as "resource rich," and is often referred to as the "Healthcare City."

New Brunswick Ciclovía

New Brunswick held its very first Ciclovía, the largest in New Jersey, on Sunday, October 6, 2013 from 10:00 a.m. to 3:00 p.m. The 3.4 mile route (6.8 miles round-trip) opened streets for people to run, walk, bike, skate, and play and closed streets to car traffic. The designated route was designed to link three uniquely different and diverse communities within the city and capitalizes on community assets. As shown in Figure 4, the northern end of the route was anchored by Buccleuch Park and ran along College Avenue through the center of Rutgers University's College Avenue Campus. The route then traveled along George Street (central business district), Bayard Street (municipal district), Joyce Kilmer Avenue (primarily a residential street), and culminated at the Youth Sports Complex—an open green space heavily utilized by residents for organized sporting activities. The route was bi-directional and featured activity stations at three places along the route: yoga, ZUMBA, cardio, Capoeira, cultural dance, and other fitness classes.



Figure 4. New Brunswick Ciclovía Route Map

Earlier in the week, on Friday, October 4, New Brunswick Tomorrow (NBT) held several pre-Ciclovía events. They were hosted by NBT and Mayor James Cahill and included a Leadership Breakfast with key business, civic, and faith-based leaders, a press conference, and a Ciclovía Committee luncheon. NBT and Charles Brown, MPA, of the Alan M. Voorhees Transportation Center (VTC) at Rutgers University also organized a public lecture at the Edward J. Bloustein School Planning and Public Policy with Gil Penalosa, MBA, co-founder of Bogotá's Ciclovía and John Pucher, PhD, well-known researcher from Rutgers, University. The public lecture was followed by an awards reception sponsored by NBT and the New Jersey Bike and Walk Coalition (NJBWC).

Formation of the Ciclovía

The New Brunswick Ciclovía began as a team project idea through a leadership development program sponsored by New Brunswick Tomorrow, called Leadership Tomorrow – developed as part of the NBT's Leadership Class of 2012. The program builds the leadership capacity of its participants through a series of modules that include self-assessments, simulations, and team projects. The New Brunswick Ciclovía was presented as a team project to a review panel consisting of philanthropic funders, city government, and community stakeholders. The panel and NBT leadership were impressed by the presentation and potential benefits of a Ciclovía. Thus, the New Brunswick Ciclovía was chosen as the Leadership Class' winning idea and received \$25,000 in seed funding from NBT to bring the project to fruition.

The concept was brought to Healthier New Brunswick – a community-based, community owned health initiative designed to improve the health and healthcare of New Brunswick residents – and co-lead by NBT and the New Brunswick Recreation Department, the committee sought to build interest among community stakeholders. Following the initial meeting, held in January 2013, the idea received support and an Advisory Committee was formed, consisting of residents and representatives from across various sectors of the community. This committee then developed planning and goal setting meetings that spanned over nine months. In May of 2013, a collective decision of the Advisory Committee elected NBT as the official host organization for Ciclovía; which included assigning staff within the organization to work specifically on the project. After NBT assumed the role of the host organization, the original concept of a Ciclovía with an estimated one million dollar budget—which encompassed a wish list of event offerings from volunteer partners (e.g., a Ferris wheel, port-a-johns)—was examined and the scope and budget of the initiative were subsequently trimmed to match a simpler idea of Ciclovía in the four months leading up to it.

Lead Partners and Funding

The New Brunswick Ciclovía is a joint partnership across public and private sectors, including four major organizing partners who provide strategic direction, financial support, research and evaluation, etc, for the Ciclovía. The four organizing partners include the City of New Brunswick, NBT, Johnson & Johnson, and Rutgers, The State University of New Jersey.

Organizing Partner New Brunswick Tomorrow assumed and served as the host agency. NBT is a trusted resource in the community, uniquely positioned to bring together a diversity of partners, to begin dialogues and take action on complex community issues. With a network of over 1,000 stakeholders and countless residents, representing more than 200 locally-based organizations and programs, NBT is uniquely positioned to act as a convener to generate ideas, partnerships, and initiatives, fostering these public and private networks of institutions and community organizations to form initiatives that help promote economic mobility for city residents. NBT is focused on improving the quality of life for all residents of New Brunswick, ensuring that health, human service, and social issues are addressed in a way that complements the physical and cultural revival of the City. As such, NBT developed an overall organizational framework, secured sponsorship, led developmental efforts, and has developed an overall strategy to sustain future Ciclovías through a process of informed empirical learnings and partnership activities.

Organizing Partner Johnson & Johnson is a valued partner within the New Brunswick community providing resources and business acumen to initiatives that contribute to meeting the health needs of the community.

Organizing Partner The City of New Brunswick lends its support in developing avenues for health improvement and is committed to the overall well-being of city residents.

Organizing Partner Rutgers, The State University of New Jersey lends its academic and institutional support by providing connections to the universities' many resources, including its expertise and services.

Advisory Committee and Subcommittees

The Advisory Committee led the New Brunswick Ciclovía Committee. The Advisory Committee consisted of key personnel from major community partners to guide the planning and tactical execution of the pre-event activities and Ciclovía, including Johnson & Johnson, Rutgers University, the New Brunswick Development Corporation (DEVCO), and NBT, as well as two local hospitals, Robert

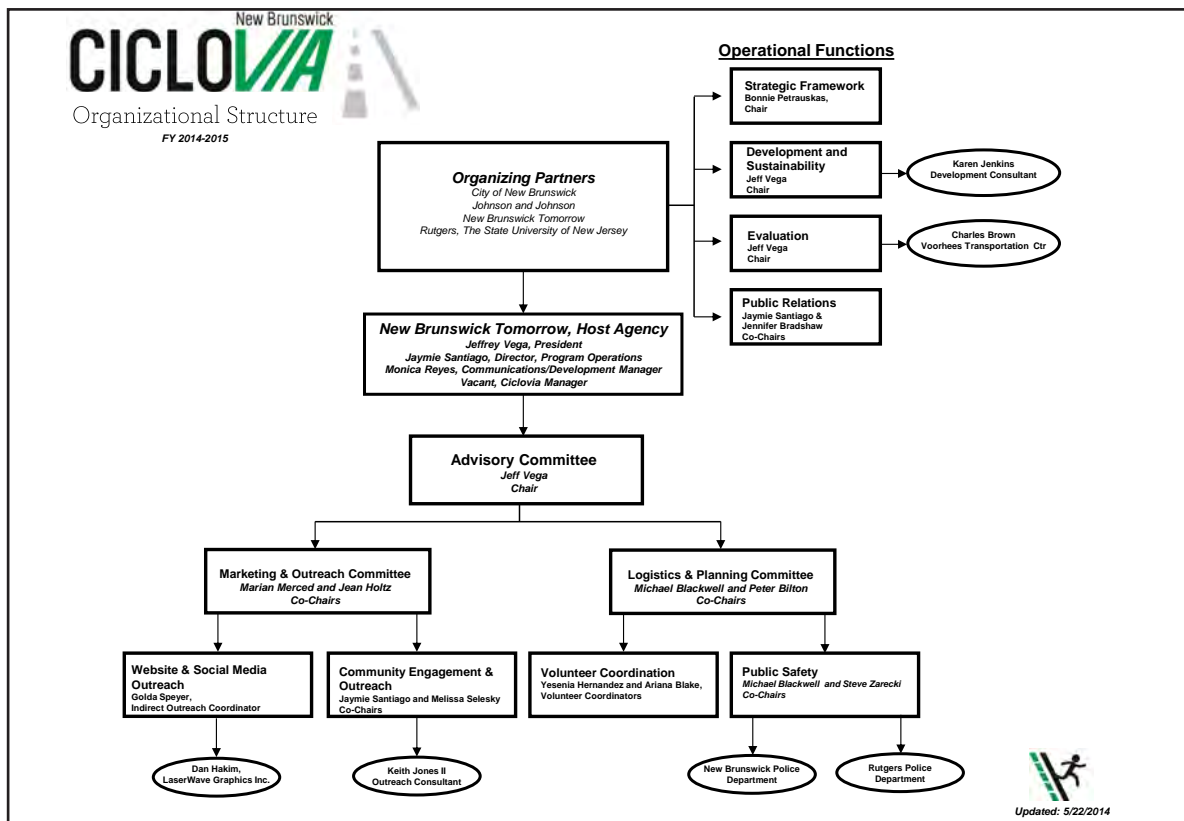


Figure 5. New Brunswick Ciclovía Organizational Chart

Wood Johnson University Hospital and St. Peter’s University Hospital. The New Brunswick Ciclovía Committee had a total of 36 active members, 17 of whom were Advisory Committee members. The research team defined “active” members as committee members who responded to email communications, participated in interviews, or who attended at least one meeting or conference call. Those people who responded that they were not currently participating in the committee and/or had a co-worker who was representing their unit on the committee were not considered “active.”

At the time of the evaluation process, the Advisory Committee had three subcommittees: Logistics, Program, and Marketing, each led by a chairperson or co-chairs. Several Advisory Committee members were also members of Subcommittees. The Logistics, Program, and Marketing Subcommittees had ten, ten, and eight active members respectively. All of the subcommittees were all open to the public. Additionally, a Strategic Framework Committee guided the creation of the Ciclovía framework, goals, and mission, which were discussed, modified, and agreed upon at the March/April 2013 Advisory Committee meeting. Please note that the organizational structure shown in Figure 5 was implemented immediately following the October Ciclovía.

Mission, Goals and Objectives

The New Brunswick Ciclovía Committee’s mission was to “promote active living for the entire community through open and car-free streets.” The Advisory Committee established seven major goals, each with their own objectives:

1. Launch the first Ciclovía in New Jersey contributing to the global Ciclovía movement;
2. Mobilize community members to embrace active living to increase overall health and wellness;
3. Encourage non-motorized transportation as a safe and alternative mode of transportation;
4. Promote social interaction and engagement to build community;
5. Galvanize the City’s diverse organizations, institutions and businesses to strengthen collective effort around a shared vision and long term sustainability;
6. Strengthen appreciation of New Brunswick as a great place to live and work;
7. Design a route that supports objectives and delivers on the principles of Ciclovía.

Marketing and Outreach

The Marketing Subcommittee led the Ciclovía marketing and promotional efforts. It created a strategy that encompassed traditional media, printed materials, and signage. Newer technology was utilized, including a website, social media presence, and Quick Response Code (QR code). The Ciclovía logo and its tagline, “City Streets for Active Living”, along with associated branding helped create a visual identity that was used consistently on the website, social media, and printed pieces (See Figure 6).



Figure 6. New Brunswick Ciclovía Logo

Save the Date Cards and Banners

The primary promotional print piece was a 4” x 6” glossy color Save-the-Date postcard, with English on one side and Spanish on the other side. Save-the-Date postcards were sent to New Brunswick Public Schools and given to students to take home to their parents. Additionally, 11,000 Save-the-Date postcards were enclosed in the property tax bills mailed to New Brunswick homeowners. Businesses were emailed about the Ciclovía and stores along George Street were given Save-the-Date cards and information about participating in the Ciclovía. Door hangers were also printed and distributed at houses along the route. A cross-street banner was also utilized and positioned at the intersection of George Street and Albany Street.

Press Release and Advisories

The Marketing Subcommittee issued press releases and news advisories and held a press conference the Friday before the Ciclovía. The Rutgers student newspaper, *The Targum*, included the Ciclovía in an event listing in their printed version. Mayor James Cahill and Jeffrey Vega (NBT) promoted the initiative on a radio program, *New Jersey’s Central Morning Show*. Additionally, Advisory Committee member and former city of New Brunswick Public Information Officer, Russell Marchetta, promoted Ciclovía on the RU-tv Network, *Wake Up Rutgers*.

Electronic Media

The Ciclovía had a website (which also included information in Spanish), a Twitter account, a Facebook page, and a QR code which directed people to the website. The committee members emailed an electronic “Save the Date” to their personal list of contacts.

Partner Organization Promotion

The partner organizations participated in promotional activities for Ciclovía, especially Johnson & Johnson. Information about the initiative was featured on Johnson & Johnson’s electronic news boards, weekly e-newsletters, posters in the lobby, a free T-shirt for employees who attend, and a bike on display accompanied by Save-the-Date postcards. Event information about the Ciclovía appeared in multiple Rutgers e-newsletters including the alumni e-newsletter and a traffic advisory for the Ciclovía was sent to all Rutgers-affiliated individuals.

Advocacy Organizations

The Marketing Subcommittee contacted bicycle and skateboarding enthusiast groups. They approached the New Jersey Skateshop on Easton Ave near the Rutgers campus about the Ciclovía and the skate shop emailed information to their large contact list. The New Jersey Bike & Walk Coalition and East Coast Greenway also emailed their members about the New Brunswick Ciclovía.

Other Events

There were also several pre-event activities that were not included in the marketing budget but were part of a broader promotion effort: the Leadership Breakfast, Press Conference, Committee Luncheon, Public Lecture, and Reception.

Community Engagement

New Brunswick Tomorrow (NBT) conducted extensive outreach in targeted areas of New Brunswick where traditional and social media are not as effective, particularly in the Hispanic and African-American residential areas. NBT developed a three pronged outreach strategy, focusing on reaching residents through K-12 schools, houses of worship, neighborhood-based community facilities, and direct service providers or other natural gathering places (such as barber-shops and laundromats).

Trusted Advocates

With a grant from Together North Jersey, NBT was able to hire two Outreach Coordinators, Jose Sibaja and Keith Jones, II. Both coordinators grew up in New Brunswick and are well known and respected in their communities. They have very outgoing personalities and were able to relate to people both as peers and professionals. These personality traits made them effective ambassadors for the Ciclovía.

The outreach coordinators had a “toolkit” containing one-page descriptions of the Ciclovía, bicycle giveaway sign-up forms, a logistics map of the route, maps of the route for distribution, and save-the-date postcards. The outreach consisted of oral presentations, information sessions, save-the-date postcard distribution, and tabling, usually in some combination.

The outreach specialists held over 36 information sessions at 21 houses of worship, four information sessions at neighborhood based projects, and 37 informational tabling sessions or outreach visits to health centers, service providers, the library, New Brunswick Greater Brunswick Charter School’s Back to School nights, barbershops, laundromats, and restaurants. They explained the concept of Ciclovía, handed out Save-the-Date cards, answered questions, and collected information for a children’s bike giveaway at the Ciclovía. The outreach specialists and NBT distributed nearly 15,000 Save-the-Date postcards in total.

The research team had the opportunity to interview the two outreach coordinators in order to determine the most effective forms of interaction, the challenges they faced, and what kinds of personal qualities made them successful in their outreach.



Figure 7. Two women affiliated with Rutgers enjoying Ciclovía on College Avenue

Data and Methodology

Three primary evaluation methods were employed to document and evaluate pre-Ciclovia planning activities, marketing and outreach, and achievement of the Advisory Committee’s seven goals and objectives. The methods included pre- and post-Ciclovia interviews with active advisory and subcommittee members, post-Ciclovia interviews with NBT Outreach Coordinators, research team direct observations, intercept surveys with Ciclovia participants, and counts of Ciclovia attendees on the day of the New Brunswick Ciclovia.

Interviews

The research team conducted interviews with the New Brunswick Ciclovia Advisory Committee and Subcommittee members (hereafter referred to as “interview subjects” or “interviewees”). The interviews took place both before and after the Ciclovia to investigate the planning process, examine the effectiveness of organizational partnerships, and explore the expectations and experiences of those involved. The research team initially solicited all committee members through email to request their participation in the structured interviews. The Advisory Committee and each of the three subcommittees (Program, Logistics, and Marketing) were represented in the participant pool. All interviewee’s identities were and remain confidential.

Fourteen committee members (40% of the active members) were interviewed prior to the Ciclovia and thirteen (37% of the active members) were interviewed after the Ciclovia. The pre-Ciclovia interviews were conducted between September 4, 2013 and September 24, 2013. The post-Ciclovia interviews were conducted between October 9, 2013 and October 31, 2013. The structured interviews lasted from fifteen minutes to over an hour and were conducted in person either at their place of work or at the Voorhees Transportation Center. Interviews were summarized and emailed to the interviewee to review and confirm accuracy.

Intercept Surveys

The research team designed and administered intercept surveys with Ciclovia participants (hereafter referred to as “survey respondents,” “respondents,” “survey-takers,” or “survey participants”) on the day of the Ciclovia to collect relevant information to evaluate how well the Ciclovia performed in terms of the goals of the Advisory Committee (see Appendix for intercept survey instrument). The 30-question survey covered seven major areas of interest, including typical physical activity levels, participation in activities at the Ciclovia, experience of the Ciclovia,

community engagement, economic indicators, transportation, and demographics. The intercept survey took approximately five to ten minutes to complete and participants were offered the opportunity to enter a drawing to win \$100 in exchange for providing their name, email address, phone, and home address.

The research team was stationed at three locations along the route (see Figure 9). Although the Ciclovia had no “official” beginning and ending location (residents could enter the Ciclovia from multiple location throughout the route), the research team pre-selected locations that were a good distance away from the natural ends of the route, with one location in the middle of the route to capture the high-activity area of downtown New Brunswick. This strategy allowed potential survey respondents to experience the Ciclovia before being asked to complete a survey.

The three major sections of New Brunswick that the route went through were: Rutgers College Avenue Campus, downtown New Brunswick, and residential Joyce Kilmer Avenue. The first two survey locations were at busy intersections where cross-traffic was controlled by stoplights and police officers, while the third location was in front of the Center for Latino Arts and Culture, who sponsored an open house and Latin dance exhibition on the day of the Ciclovia. All of the locations were places where people naturally slowed down or stopped and thus could be easily approached (especially those on bicycles) without significantly disrupting their physical activity.



Figure 8. Research Team Member Administering Survey



Figure 9. Survey Locations on Route

The research team distributed and collected surveys from 10:30 a.m. to 3:00 p.m. Although the Ciclovía began at 10:00 a.m., surveying began a half-hour later to give participants a chance to experience the Ciclovía prior to taking the survey. Survey participants were pre-screened for age (18 and older) and whether they had already taken the survey. The research team collected a total of 317 surveys. Of the 317 surveys collected, 114 answered all 30 questions. All survey responses were included in the analysis, even if surveys were not fully completed. The large number of responses exceeds the threshold for statistical validity and significance at the 90% confidence level, given the total number of attendees.

The initial data collection plan utilized random sampling where the research team asked every third person to their left, then the second person if refused, and so on. Researchers in the field quickly realized that the volume of people was steady enough to ask virtually everyone who stopped to participate in the survey. As a result, the majority of

Ciclovía participants were invited to take the survey. Therefore, survey results are a relatively accurate reflection of the event attendees as a whole.

Due to the large population of Spanish-speakers in New Brunswick and specifically in the Joyce Kilmer Avenue area^x, researchers developed a Spanish-language version of the intercept survey and ensured that each location had a minimum of one Spanish-speaking team member (The Joyce Kilmer Avenue area had more than one Spanish-speaking team member at all times). Spanish-language surveys made up 17% of all surveys collected but it is important to note that many Spanish-speaking respondents are also bilingual and opted for surveys in English (see Figures 18 and 20 for a breakdown of Race and Hispanic Origin of respondents). Researchers also spoke a variety of other languages including Cantonese, Hindi, and Russian and were able to administer the survey in those languages.

Ciclovía Attendance Counts

Attendance at large events can be difficult to accurately estimate. This is especially true at Ciclovías and other Open Streets events, where people are constantly moving and entering and exiting the route. In order to capture the most reliable count data at the New Brunswick Ciclovía, the research team hired a consultant to deploy two sets of video cameras on Joyce Kilmer Ave and College Ave (See Figure 11 and Figure 12). The entire five-hour Ciclovía was video recorded and the video footage was analyzed using computer software to automatically count bicyclists and pedestrians. In short, the computer software works by tracking moving objects (in this case, people walking or people riding bikes) against a static background. The software uses the speed of the object to determine whether it is a pedestrian or a cyclist. Skateboarders, rollerbladers, or children on scooters were all automatically classified as pedestrians. The zone of analysis is defined (roadway and sidewalks), and the people traveling within that zone are counted. In order to be counted, the person must pass completely in and out of the zone.

The validity and reliability of the data was confirmed by taking a sample of the video recordings, counting them manually and comparing them to the machine counts. According to the sample, on average, the computer software undercounted pedestrians by approximately 18% and undercounted cyclists by about 9%. The machine counts were adjusted to correct for the undercounting; however, that number does not represent unique individuals, since pedestrians and bicyclists may have passed in front of the cameras multiple times. Thus, the numbers must take into account this “double-counting.”



Figure 10. Young girl in scooter



Figure 11. Video Camera Rig (Attached to Street Lighting)

The research team observed that most cyclists traveled the entire course at least once, so the number of bicyclists was reduced by 50% to reflect the multiple times the same bicyclist may have been counted. Pedestrians, on the other hand, did not generally travel the whole route because the distance was very time-consuming to cover on foot. Also, there were a large number of attendees in the Joyce Kilmer Avenue and George Street areas that did not travel very far along the route and thus were not captured on video. Based on these observations, the pedestrian count was not reduced to reflect double-counting.

Research Team Direct Observations

The research team recorded their direct observations on the day of the Ciclovía, providing critical insight into how the Ciclovía unfolded and producing a solid understanding of the Ciclovía upon which to base recommendations and suggestions. The research team administered the Ciclovía Evaluation surveys or took photographs in one of three locations and most also traveled the entire route (either on foot or by bicycle), so they were adequately exposed to different aspects of Ciclovía.



Figure 12. Video Camera Locations on the Route



Figure 13. Two joggers



Figure 14. Free helmets being fitted by New Brunswick Bicycle Exchange volunteers

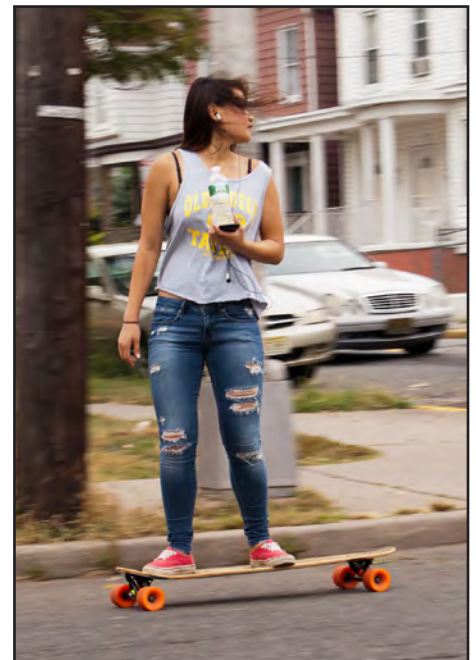


Figure 15. Teenager skateboarding



People of all ages enjoying Ciclovía on Joyce Kilmer Avenue

Evaluation

Pre-Ciclovia Planning Process

It is important to examine the context and framework in which the Ciclovia was ultimately produced. In order to accomplish this, the research team assessed the goals and focus of the event, organizational structure, committee communication, planning timeline, and the development of the route. Researchers based the evaluation and recommendations primarily on findings from 14 pre-event interviews and 13 post-event interviews with Advisory Committee members and members from each of the three Subcommittees (Logistics, Marketing, and Programming). The evaluation and recommendations are also based on findings from the research team's direct observations and survey results.

Goals and Focus of the Event

There are many different event elements, benefits, and costs of a Ciclovia. Every community that plans a Ciclovia must determine which elements are most important to achieving their community's goals and which benefits outweigh which costs. There is an inherent tension between some of these elements: economic development, physical activity, community building, institutional partners, and low-income residents. When talking about the challenges that the committees faced, almost all interviewees described the challenge of deciding which elements to include and emphasize in the New Brunswick Ciclovia. For example, should there be constant movement to boost physical activity or is stopping and talking with people a good thing? Should they encourage economic development by trying to bring in non-residents who would be more likely to spend more money or focus on bringing something special to New Brunswick residents who are often left out? Is the event more for Rutgers students, faculty, and staff or is it for the residents of New Brunswick?

Expectations

The interviewees from the Advisory Committee and Subcommittees had great enthusiasm for the Ciclovia. Each stressed that this was the very first event of its kind in New Brunswick there was a lot of uncertainty of how successful it would be. Committee members had differing ideas about what constituted a "successful" Ciclovia: execute the logistics plan and actually have the event occur, get people to put down their electronics and be active outside, or gather kids and families together in a safe environment. The interviewees also spoke repeatedly about the central challenge of getting everyone to understand exactly what a Ciclovia was, and was not, what kinds of activities and programming were appropriate for the event, and who the intended participants were or should be.

Evaluation

The Advisory Committee and Subcommittee interviewees were very excited to see such a powerful idea come to fruition in New Brunswick, guided by such a large and diverse group of stakeholders. One of the challenges of planning an event with such a large group of people, however, is their many different ideas and opinions. While a plethora of ideas and expertise is very beneficial when embarking on a new project, narrowing the focus of the event and defining its goals and objectives can create a challenge in such an environment. Additionally, most interviewees mentioned that they had never heard of a Ciclovia or only knew a little about the Open Streets concept prior to joining the Advisory Committee or Subcommittees. Thus, there was a long period of acquainting members with the core concepts and educating everyone about 'what a Ciclovia was.'

From interviewing Advisory Committee and Subcommittee members, it seems that there was a resolution of these differences into a 'shared vision,' but a few of the committee members felt slightly marginalized. A few committee members felt they were not 'heard' or recognized by the committee and found it more difficult to remain as engaged in the planning process or commit to a vision that was not in sync with their own. This, however, may be simply the nature of committee work.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** In order to best fulfill the goals of the New Brunswick community, the goals of the Ciclovia should be formulated and defined by consensus to the greatest extent possible. All Advisory Committee and Subcommittee members should be encouraged to participate in this planning process.
- **Recommendation #2:** Explicitly assess and identify the most important goal of the Ciclovia: physical activity, community engagement, economic activity, or something else. Rank each of the goals of the Ciclovia according to its priority.
- **Recommendation #3:** Review and revise (where needed) each of the goals and objectives from the first Ciclovia. Ensure that each objective is measurable and directly relevant to the goal.

- **Recommendation #4:** Consider how to empower members so they feel secure enough to openly discuss their ideas and criticisms within the context of meetings. This is especially crucial if the Advisory Committee and Subcommittees invite members of traditionally underserved communities to join the planning effort.

Committees

As stated previously, NBT served as the host organization and the Advisory Committee led the New Brunswick Ciclovía Committee. The Advisory Committee consisted of key personnel from major community partners, including Johnson & Johnson, Rutgers University, the New Brunswick Development Corporation (DEVCO), and New Brunswick Tomorrow, as well as two local hospitals, Robert Wood Johnson University Hospital and St. Peter’s University Hospital. The New Brunswick Ciclovía Committee had a total of 36 active members, 17 of whom were Advisory Committee members. NBT assumed and served as the host agency. As such, NBT developed an overall organizational framework, secured sponsorship, led developmental efforts, and has developed an overall strategy to sustain future Ciclovías through a process of informed empirical learnings and partnership activities

The Advisory Committee also had three Subcommittees: Logistics, Program, and Marketing, with each led by a chairperson or co-chairs. Several Advisory Committee members were also members of Subcommittees. The Logistics, Program, and Marketing Subcommittees had ten, ten, and eight active members respectively. Although members of the Advisory Committee were invited to participate in the strategic direction of the Ciclovía, participation in subcommittees was open to the public at large, allowing anyone to volunteer as little or much of their time as possible.

Quite a number of people on the Advisory Committee and Subcommittees have lived and/or worked in New Brunswick for many years, so most committee members knew many of the other members. Most members had also worked in organizational partnerships before, sometimes with other committee members.

Findings

Prior to the event, interviewees gave ratings on a 1 to 5 scale when answering the question, “How effective is/was the collaboration among the stakeholders?” The interviewees gave a median rating of 4, indicating that they thought that the Ciclovía stakeholder collaboration was effective. After the Ciclovía, the interview subjects gave the effectiveness a

median rating of 4.5, showing that the interviewees’ found the collaboration even more effective after the event.

The committees also offered several valuable experiences to its members. Many interviewees mentioned that they were able to deepen their relationships with existing partners, met new people that they will be able to work with in the future, and were able to explain to a wider audience what kind of work they do in the community.

While the committees included a fairly diverse range of stakeholders, some interviewees felt that their committee functioned in a top-down fashion, rather than bottom-up. For instance, a few interviewees noted a perceived lack of transparency and understanding of the event planning process and the role of the partner organizations. A few interviewees also expressed concern that their jobs, reputation, professional relationships, or funding could be compromised by speaking out or criticizing the process or the players.

Evaluation

On the whole, the committee members did a good job of working together so that the event actually happened. Perhaps, it is inevitable that a group of people working together will encounter a variety of potential problems, undertaking such an effort for the first time. There is certainly room for improvement, but committee members agreed that the collaboration generally worked well, which is especially noteworthy since the group was quite large and the Ciclovía concept was entirely new and untested in New Brunswick. As participants in the Advisory Committee and Subcommittees, the interviewees also benefited personally and professionally. Almost all of the interview subjects discussed how serving on the committees gave them opportunities to meet new people, connect with existing partners, or learn about potential new ones.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Consider anonymous comments and/or balloting if committee members are not comfortable talking about problems openly.
- **Recommendation #2:** Invite additional people to join the Advisory Committee and Subcommittees from some underrepresented groups: individual residents of New Brunswick (including African-Americans, those of Hispanic origin, and middle-income people), small business owners, school and youth leaders, and leaders from houses of worship.

- **Recommendation #3:** Review the committee structure and determine whether all of the subcommittees are necessary or whether they should be expanded. For example, the Marketing Committee could become the Marketing & Outreach Committee. Perhaps a new subcommittee dedicated to Sponsorships could be formed, and the Activities Subcommittee could be incorporated into Logistics.

Communications

Findings

Interview subjects said that they communicated with one another primarily via email and in-person meetings. Generally, they communicated about once or twice a month, with increasing frequency leading up to the event, especially for those most involved. Interviewees mentioned that they received periodic email updates from New Brunswick Tomorrow throughout the event planning process.

The interviewees emphasized that one of the central communications challenges that they faced was the perceived loss of a single leader or point person. They also felt that the committee structure sometimes seemed to inhibit effective communications. Many subcommittee members, for example, were not as informed as Advisory Committee members. Communication was not always coordinated and it was unclear who was responsible for what task. Subcommittee members described being unsure of how to approach potential sponsors because they did not know if that organization had already been asked to participate and if they would be better suited to a monetary contribution or involvement in activities or other tasks. Most were not sure which person or person(s) they should contact for clarification on these issues. The subcommittee members also reported delaying decisions until they heard back from the Advisory Committee, which used up critical time. Overall communications improved however once NBT became the official host of the Ciclovía, serving as chair of the Advisory Committee and dedicating staff time and resources to the success of the Ciclovía.

Evaluation

The Advisory Committee meetings had a structured agenda and provided a lot of information. There were also a lot of fairly detailed discussions and “nuts and bolts” decisions for which many members did not need to be present. On one hand, it was positive that these discussions were out in the open and transparent and allowed others to contribute their thoughts and learn about what was going on. On the other

hand, it might not have been the best forum because many Advisory Committee members were not very involved in the details or the Subcommittees. Though personnel changes may have had a disruptive effect on the planning process they did not ultimately derail it.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Designate a suitable person as the point-person for organizing and disseminating information to ensure smoother and more effective communication and decision-making. Ideally, this should be a paid staff member who devotes at least 50% of their time to the project.
- **Recommendation #2:** The communications point person should compile a monthly or quarterly report which updates all committee and subcommittee members on all work accomplished to date, what tasks remain outstanding, which people are assigned to what task, and the associated deadlines.
- **Recommendation #3:** Determine and distribute a schedule of all committee meeting dates and conference calls at the very beginning on the planning process so people can work it into their schedule and plan for them.
- **Recommendation #4:** Consider making a few more of the meetings as conference calls instead so that more people can easily participate. Balance the convenience of conference calls with the benefits of in-person meetings, which establish rapport and trust, as well as build relationships and partnerships that strengthen the New Brunswick community more broadly.

Planning Timeline

Findings

The Ciclovía project had a relatively ample incubation timeline (one year) and a reasonable planning timeline (about one year). A few committee members noted that the flow of work was a little uneven over the planning timeline. The committees started meeting very far out from the date and sometimes little seemed to be accomplished between meetings but as they got closer to the event everything seemed to be happening at once.

Evaluation

Changes in the intensity of planning process work are not necessarily unusual, since a large part of the work begins in the month and weeks leading up to the event, and depends on the tasks of the individual subcommittees and Advisory Committee. In this case, the last months of planning had an atypically heavy workload since the focus, goals, and budget of the event were re-envisioned within a simpler, more realistic framework.

It appears that most of the event planning was actually accomplished within the four to five months prior to the Ciclovía, which was enough time to successfully hold the event, but not enough for the event to reach its full potential.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Anticipate a planning process for the Ciclovía that lasts somewhere between six to twelve months, depending on how funding is secured. If the event is funded primarily through public funds or existing grants then a shorter timeline is possible.
- **Recommendation #2:** If the event will be funded by extensive fundraising from many sources, then this development work must begin as soon as feasible, ideally within twelve months of the event.
- **Recommendation #3:** Plan for some re-tooling and clear strategic thinking around the logistical, activities, and marketing aspects of the event, which will need about nine months to fully plan
- **Recommendation #4:** Break down and assign tasks to various committee members, as much as is practical, to support a more even, consistent workflow and encourage as much planning as possible in the beginning months when morale and drive is high.
- **Recommendation #5:** Anticipate that it is inevitable, and for some tasks necessary, that a significant amount of work will occur within the month prior to the event. However, most event planning activities can begin sooner.

Route Development

The Logistics Subcommittee was charged with determining the best route, in consultation with the Advisory Committee. The process of developing the route was a long one and the route went through many, many iterations. The different proposed routes represented a mixture of different priorities and compromises as well as logistical and political realities.

Findings

Interview subjects were relatively satisfied with the route and the route planning process. They expressed appreciation that the route went through three different areas of New Brunswick, which could potentially lead to some social interaction between different groups, but were concerned that people would not necessarily travel the entire length of the route.

Evaluation

The overall approach of the route planning process worked well. It makes sense that the Advisory Committee determines the goals and focus of the event, which are then supported by the selection of the route. It was an excellent decision to empower the Logistics Subcommittee, the people with the greatest specialized knowledge of how things operate, to plan the route. Working to finalize the route between these two bodies was a desirable approach that resulted in a route that met the goals set forward in the strategic framework. The final route connected three different New Brunswick neighborhoods (encouraging diverse participation and interaction) and passed by many cultural, civic, and recreational sites. The route was designed very carefully, given that it was the first year of the event and the committees were unsure about the extent the Ciclovía's impact on New Brunswick.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Invite residents of New Brunswick who do not drive to join the Logistics Subcommittee especially, in addition to the Advisory Committee and other Subcommittees. Non-drivers must have a voice in the planning process, since about 24% of New Brunswick residents and 21% of the Ciclovía participants surveyed do not own cars. People who do not own cars are more likely to choose streets that are interesting to look at and present an active mix of uses (residential, retail, office, etc.). These streets are very often major thoroughfares that drivers are less likely to choose because of perceived delay and inconvenience to cars.
- **Recommendation #2:** Where appropriate, make a strong case for the route to follow streets with high levels of activity and a mix of uses, including residential neighborhoods. The overall success and level of satisfaction with the event as well as the reportedly minor traffic impact should create a very solid case for a more high-profile route in the face of objections to possible vehicle delay.

Effectiveness of the New Brunswick Ciclovía

The overall effectiveness of the Ciclovía was determined by how well the Ciclovía met the seven goals and objectives established by the Advisory Committee. The goals were as follows: 1) Launch the first Ciclovía in New Jersey contributing to the global Ciclovía movement; 2) Mobilize community members to embrace active living to increase overall health and wellness; 3) Encourage non-motorized transportation as a safe and alternative mode of transportation; 4) Promote social interaction and engagement to build community; 5) Galvanize the City's diverse organizations, institutions, and businesses to strengthen collective effort around a shared vision and long term sustainability; 6) Strengthen appreciation of New Brunswick as a great place to live and work; and 7) Design a route that supports objectives and delivers on the principles of Ciclovía.

The research team used multiple sources of data to assess the Ciclovía, including pre- and post- interviews with advisory and subcommittee members, Ciclovía attendee surveys, attendance counts, and research team direct observations. Using these findings the researchers rated the effectiveness of the Ciclovía at achieving each objective on a scale from 1 to 5. A rating of 5 indicates that the Ciclovía was very effective at achieving the objective and there are no suggestions for improvement, 4 indicates it was somewhat effective but there are a few areas of improvement, 3 indicates it was neither effective nor ineffective and there are many areas of improvement, 2 indicates it was somewhat ineffective and there are extensive areas of improvement, 1 indicates it was very ineffective and the entire objective should be reworked. If there was only one objective under a goal, then the grade for that objective is the grade for the goal as a whole. If there were multiple objectives for a goal, the grades for each of the individual objectives were combined into a cumulative grade for that goal.

Goal #1: Launch the First Ciclovía in New Jersey Contributing to the Global Ciclovía Movement

- **Objective #1:** Achieve participation of 2,000 - 3,000 people representing the Greater New Brunswick community at the launch event
- **Objective #2:** Develop a program format, scale and budget appropriate for replication and continuous implementation

Evaluation Summary

Cumulative Scale Grade: 4/5

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía effectively achieved the participation of 2,000 - 3,000 people representing the Greater New Brunswick community at the launch event.

Over 4,000 people attended the Ciclovía, exceeding the attendance objective of 2,000 – 3,000 people. In addition, based on New Brunswick survey respondents, the Ciclovía was successful in attracting people who reflected the residential population of New Brunswick. More extensive community outreach and targeted marketing should help attract underrepresented communities and increase attendance overall.

The research team assigned a scale grade of 4 for Objective #2, indicating that the Ciclovía effectively developed a program format, scale, and budget appropriate for replication and continuous implementation. Many stretches of the route were well-attended and two of the activity stations attracted many people. The established budget for future Ciclovías appears to be appropriate for the size and scope of the event. The format, scale, and budget were effective enough to repeat on multiple occasions, although several changes could potentially increase participation and decrease costs.

Introduction

The Ciclovía Advisory Committee's goal was to launch the first Ciclovía in New Jersey contributing to the global Ciclovía movement. To accomplish this goal, the Committee established two objectives: 1) establish an objective of 2,000 - 3,000 people participating at the launch event who represent the Greater New Brunswick community, and 2) develop a program format, scale and budget appropriate for replication and continuous implementation. This section includes an evaluation of Objectives 1 and 2. The research team evaluated both objectives utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, attendance counts, and research team direct observations.



Figure 16. A family biking at Ciclovía

Objective #1: Establish an Objective of 2,000 – 3,000 People Participating at the Launch Event who Represent the Greater New Brunswick Community

Findings

Attendance

To assess attendance at the Ciclovía, the research team hired consultants to set up two video camera rigs along the route. The two cameras captured a raw total of 4,633 trips on foot or bicycle. After modifying the raw total to account for bicycle double-counting and software undercounting, the research team concluded that there were an estimated 4,124 Ciclovía attendees. Of the 4,124 present at the Ciclovía, 72% of the attendees were walking and 28% were bicycling (see Figure 17).

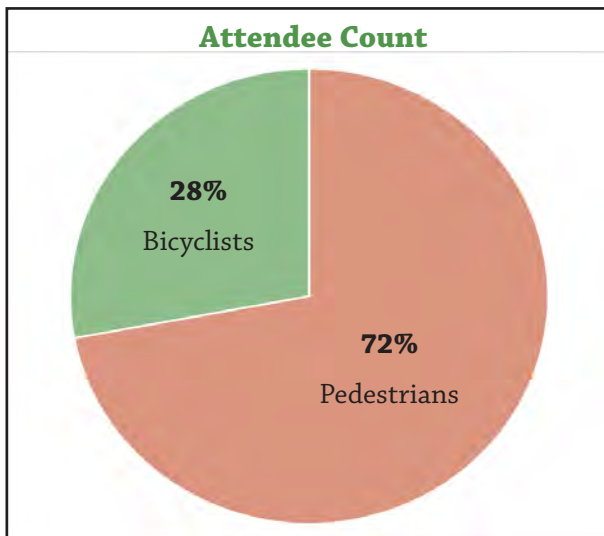


Figure 17. Bicycle and Pedestrian Attendance Count

Survey Respondents' Demographic & Socioeconomic Characteristics

Of the 276 respondents who reported their race, 130 were White Non-Hispanic (47.1%), 48 were White Hispanic (17.4%), 29 were Black Non-Hispanic (10.5%), 16 were Black Hispanic (5.8%), 21 were Asian Non-Hispanic, and the rest were of other races or mixed races. According to the 2010 Census, minorities (those who identify as non-white), make up 73.2% of the New Brunswick population and 49.9% are of Hispanic origin. By comparison, 50.8% of Middlesex County's residents are minorities and 18.4% are of Hispanic origin.^{xi}

"[Ciclovía] brought people from all nationalities into the street, mingling together."

Of the 298 respondents who reported their gender, 152 were male (51.0%), 145 were female (48.7%), and one person identified in another way (0.3%). Among all respondents, 302 reported their age, of whom 66 were ages 18-24 (21.9%), 107 were ages 25-34 (35.4%), 45 were ages 35-44 (14.9%), 38 were ages 45-54 (12.6%), 38 were ages 55-64 (12.6%), 8 were ages 65-74 (2.6%), and none were 75 or older.

There were 249 people who reported their 2012 household income, 53 earned under \$15,000 (21.3%), 29 earned between \$15,000 - \$24,999 (11.6%), 36 earned between \$25,000 - \$49,999 (14.5%), 33 earned between \$50,000 - \$74,999 (13.3%), 40 earned between \$75,000 - \$99,999 (16.1%), 36 earned between \$100,000 - \$149,999 (14.5%), and 22 earned over \$150,000 (8.8%). According to the American Community Survey, 22.3% of New Brunswick households are in poverty, while only 6.9% of Middlesex County's households fall below the poverty line.^{xii} Of the 300 respondents who answered the car ownership question, 236 said their household owned a car (78.7%), while 64 said their household did not own a car (21.3%).

New Brunswick Respondents' Race and Hispanic Origin

The research team compared the demographics of the New Brunswick survey respondents to the New Brunswick population as a whole in order to determine whether the New Brunswick respondent sample was representative of the "Greater New Brunswick community" specified in Objective #1. As shown in the figures on the following page, survey results revealed that New Brunswick respondents were more similar to the residents of New Brunswick as a whole than respondents who reported living elsewhere.

White Non-Hispanics constituted 33.0% of New Brunswick respondents, compared to the slightly lower figure of 26.7% of New Brunswick residents according to the U.S. Census. More New Brunswick respondents identified as White Hispanic than residents in New Brunswick (29.6% versus 18.7%), though fewer New Brunswick respondents identified as Hispanic of "Some Other Race" than residents in New Brunswick (12.2% versus 25.2%). Figures for Black Hispanic New Brunswick respondents were somewhat higher than Census data for New Brunswick (8.7% versus 2.0%), while figures for Asian Non-Hispanic New Brunswick respondents were somewhat lower (2.6% versus 7.5%). Additionally, as shown in Figure 20, the percentage of New Brunswick respondents who identified as being of Hispanic origin very closely mirrored the New Brunswick population (53.0% versus 49.9%).

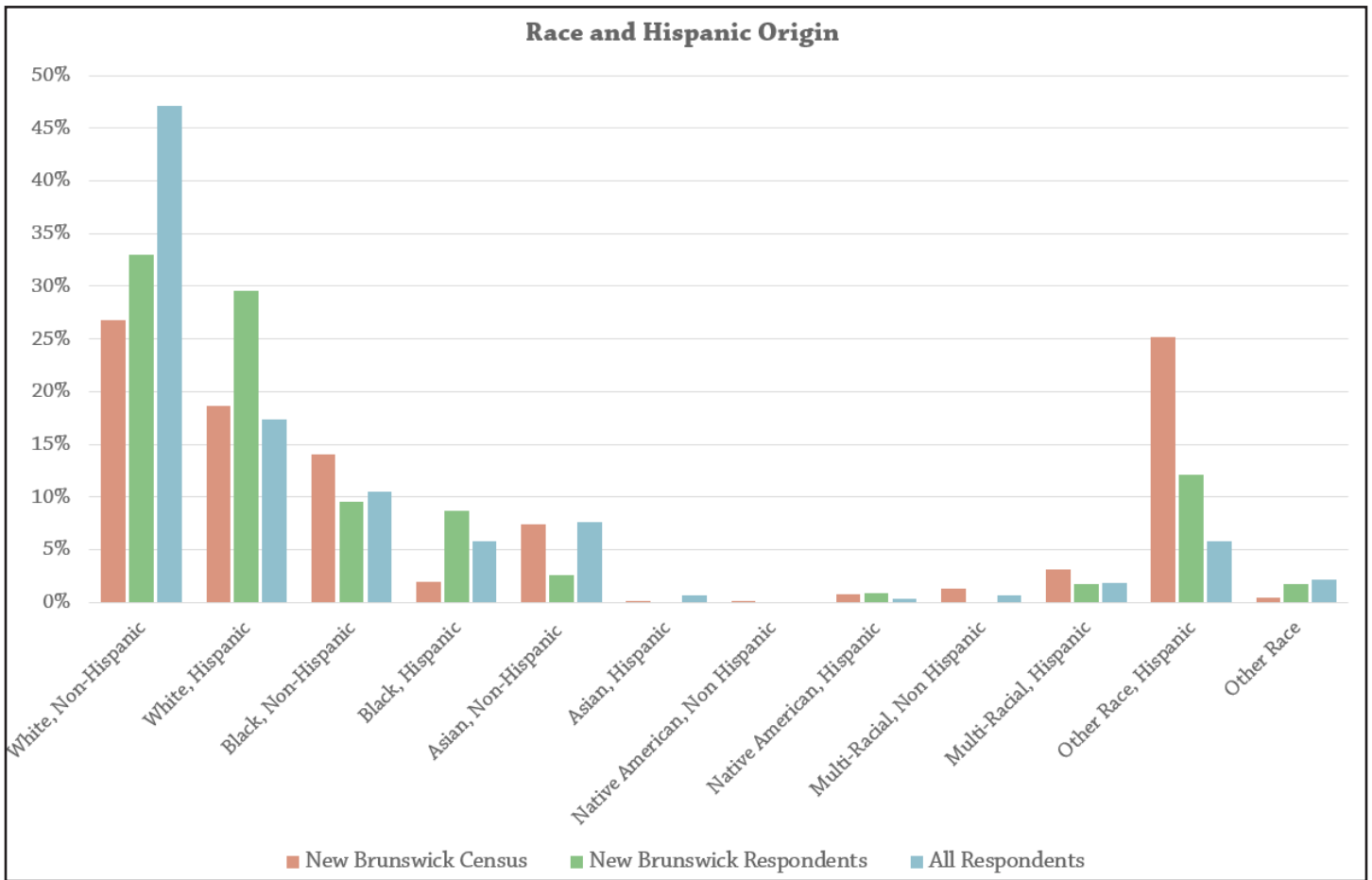


Figure 18. Race and Hispanic Origin

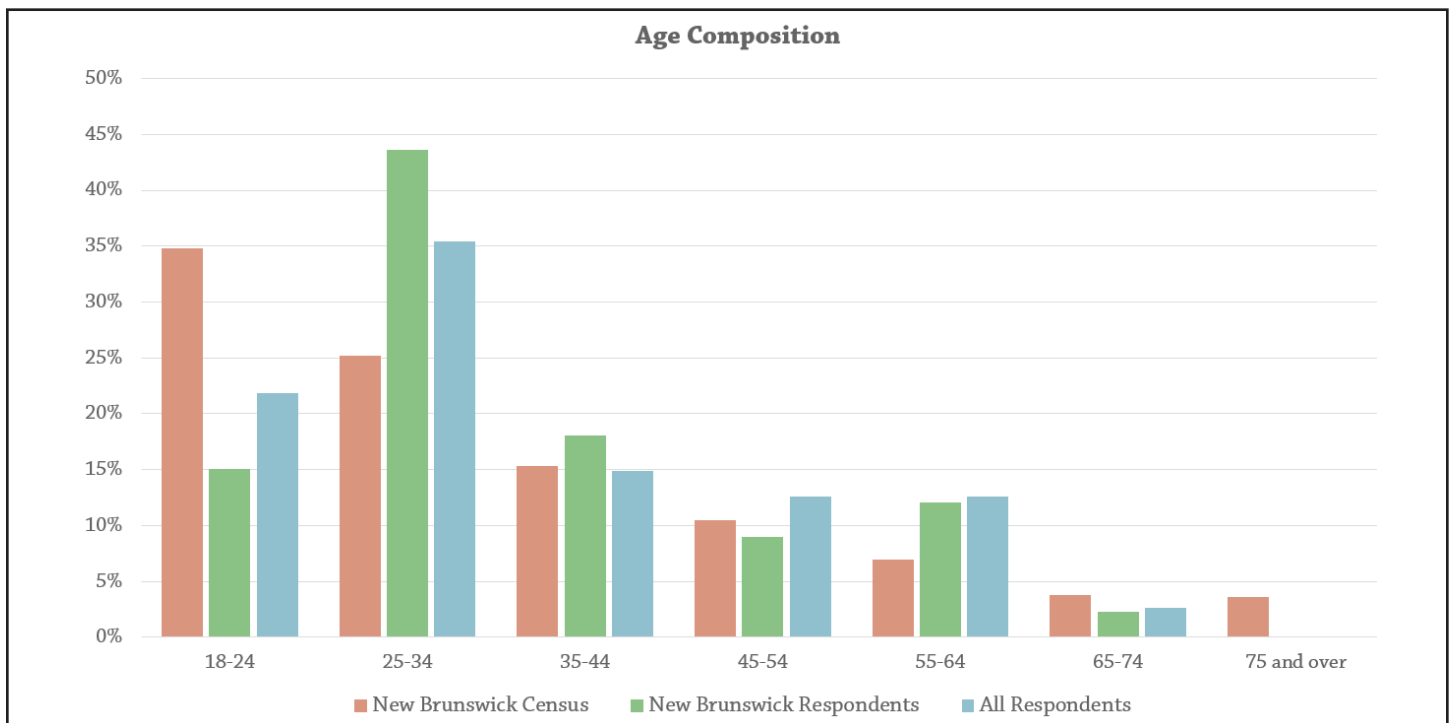


Figure 19. Age Distribution

All Respondents' Race and Hispanic Origin

As shown in Figure 18, Ciclovía survey respondents were representative of New Brunswick residents as a whole in almost all racial and Hispanic origin categories. For example, according to Figure 18, Black Non-Hispanics constituted 10.5% of all respondents compared to 14.0% of New Brunswick residents and Black Hispanics made up another 2.0% and 5.8%, respectively. Other groups such as Native Americans, Asians, and those who identified themselves as two or more races had similar percentages in the survey sample and New Brunswick population, as reported by the Census.

There were, however, two significant points of disparity between all respondents and the New Brunswick population: White (Non-Hispanic and Hispanic) attendees and those that identified themselves as “Some Other Race.” According to the 2010 Census nearly 27% of New Brunswick is White Non-Hispanic, much lower than the percentage of Ciclovía respondents who identified as White Non-Hispanic (47.1%). Also, in the 2010 Census, 25.2% of New Brunswick residents identified themselves as “Some Other Race” and of Hispanic Origin, whereas the Ciclovía survey captured 5.8% of people who identified their race as “Other Race” and wrote “Hispanic.” The Census does not define “Hispanic” as a race, which seems to conflict with people’s understanding of their racial identity, resulting in a higher percentage of people indicating “Some Other Race” in the Census. In any case, it seems clear that the Ciclovía had far fewer White Hispanic and far more White Non-Hispanics attendees than the city as a whole.^{xiii} When the research team analyzed Hispanic Origin alone, the difference was also apparent. As shown in

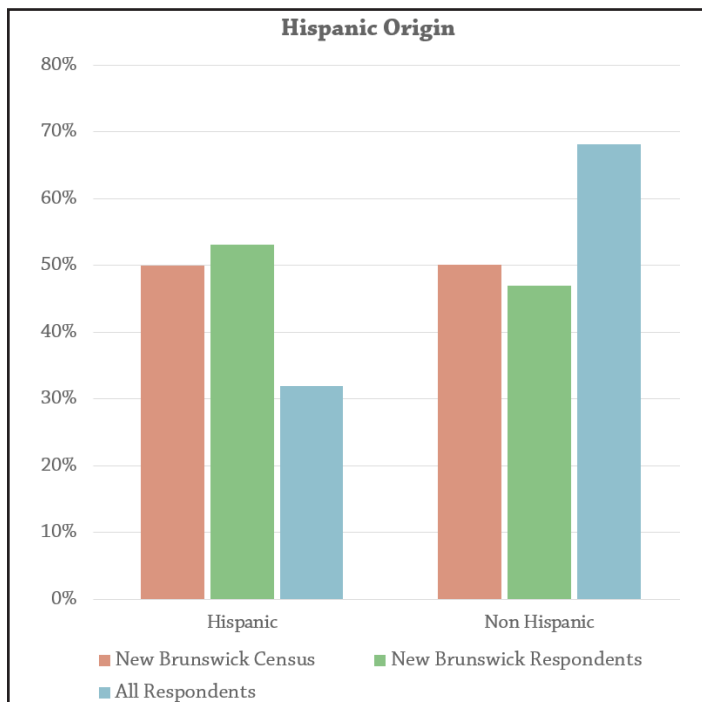


Figure 20. Hispanic Origin

Figure 20, survey respondents were mostly Non-Hispanic (68.1%), compared to 50.1% of the New Brunswick population. This does not mean however that most attendees were Non-Hispanic; this only means that the majority of those who elected to complete a survey were Non-Hispanic.

Age Distribution

Overall, the ages of the Ciclovía respondents followed the age distribution of New Brunswick residents. The exceptions to this pattern occurred in the 18-24 and 25-34 age categories. More Ciclovía respondents were in the 25-34 year age range than the residents of New Brunswick, and fewer were aged 18-24. This pattern is even more pronounced among New Brunswick respondents (see Figure 19).^{xiv}

Gender Distribution

The gender distribution was very similar between the survey takers and the city as a whole, with gender evenly split between males and females (see Figure 21). Males made up a slightly higher percentage of both the population and sample (51.2% of New Brunswick residents and 51.0% of respondents). On the other hand, males outnumbered females (53.4% to 46.6%, respectively) among the New Brunswick respondents.^{xv}

Annual Household Incomes

The household incomes of the Ciclovía survey respondents were representative of the city as a whole for the lower income brackets, but less so in the middle and upper income ranges. As shown in Figure 22, households making below \$15,000 made up 21.3% of survey respondents versus

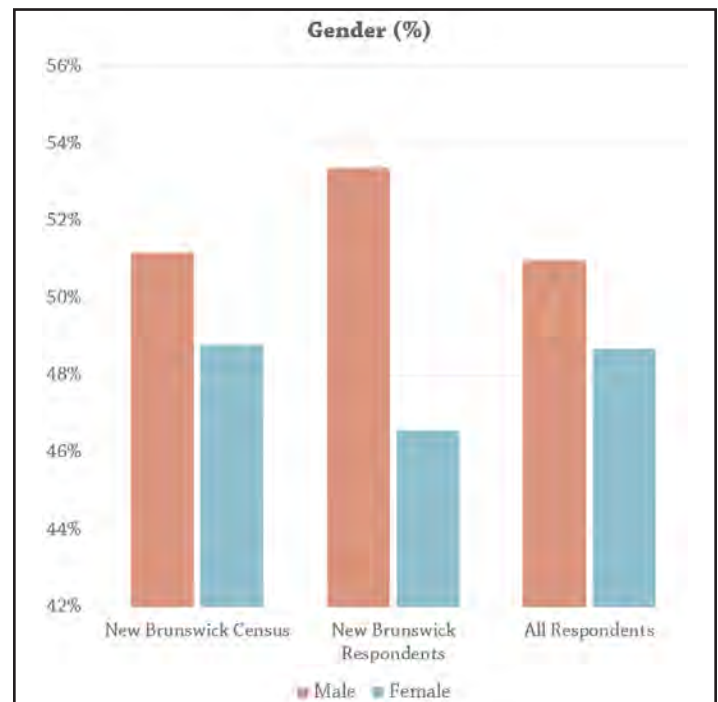


Figure 21. Gender (%)

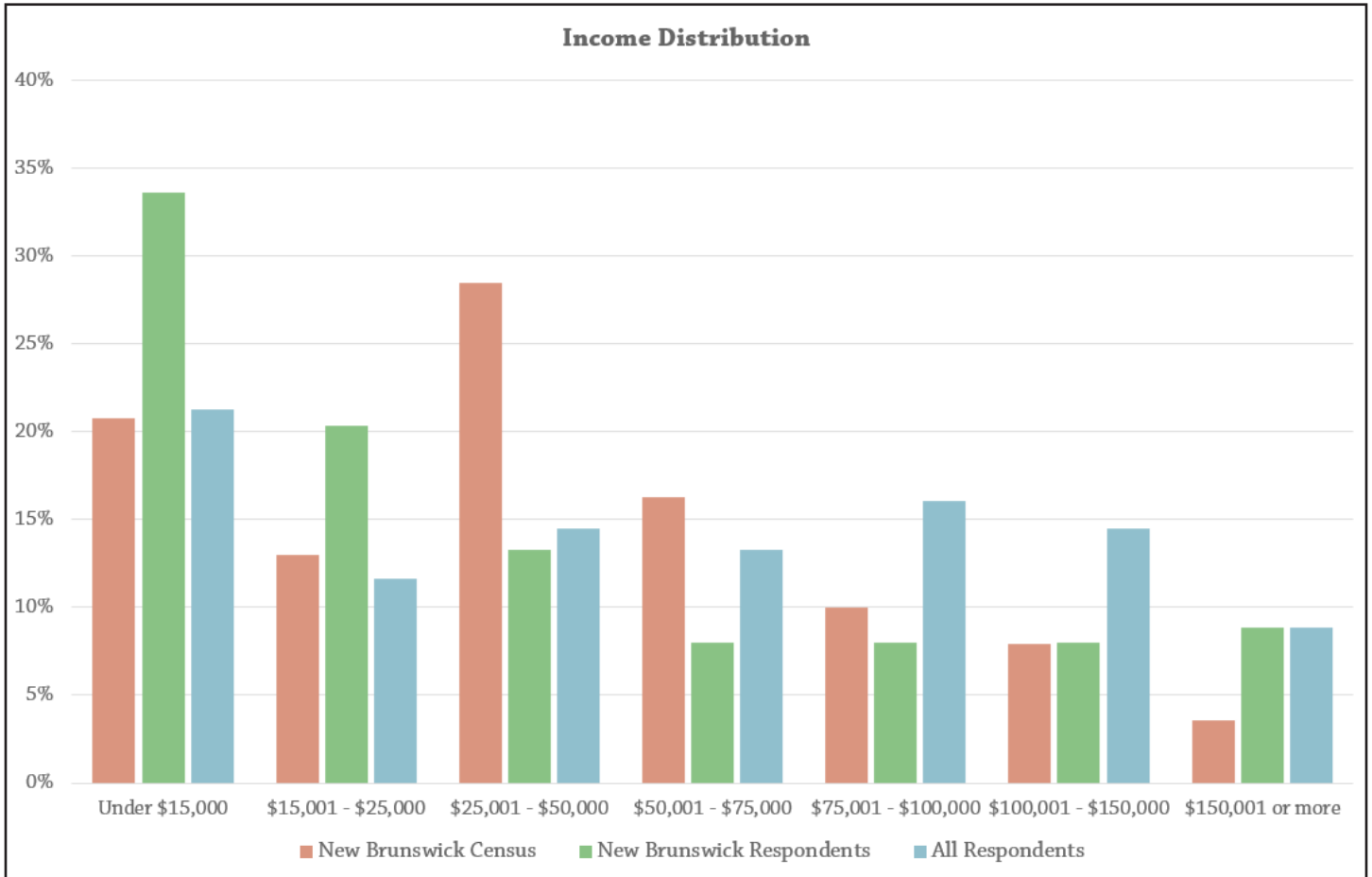


Figure 22. Income Distribution

“I like seeing people coming together for one common purpose.”

“Nice interaction of town and college.”

20.8% of New Brunswick residents. Those earning \$15,000 to \$24,999 constituted 11.6% of people surveyed versus 13.0% of all New Brunswick residents. However, there were far fewer people making \$25,000 - \$49,999 than in New Brunswick as a whole (14.5% versus 28.5%) and far more people in the \$100,00 and above categories than among New Brunswick residents (23.3% versus 11.5%). The income distribution among New Brunswick respondents generally followed the same pattern of all Ciclovía respondents, except that an even higher percentage of New Brunswick respondents are in households that earned less than \$15,000 or earned between \$15,001 - \$25,000 (33.6% and 20.4%, respectively).^{xvi}

Car Ownership

A similar number of people in the survey sample and New Brunswick live in a household that does not own a car or have access to one (21.2% and 24.0%, respectively). More than a third of New Brunswick respondents (35.6%) do not own a car or have access to one.^{xvii} Nationally, people in zero-car households are significantly more likely to walk more than people in households with cars, and the more cars a

household owns the less walking they do.^{xviii} Please note that the Census asks whether a car is “available” to the household, rather than owned by the household, thus the Ciclovía figure for those without access to a car may have been slightly lower if respondents had been asked about availability instead of ownership.

Respondents’ Home Zip Codes & Addresses

The Advisory Committee’s goal was to host a Ciclovía that represented the Greater New Brunswick community. However, the committee did not define what it meant by the “Greater New Brunswick community.” Of the survey respondents who provided their zip code, almost half of the participants live in New Brunswick (46.1%), another 16.1% live in zip codes immediately adjacent to New Brunswick, and nearly 38% live elsewhere in the state. Of the 46.1% that live in New Brunswick, 28% of the respondents who provided their address live within a five minute walk of the route—mostly clustered along Joyce Kilmer Avenue (see Figure 23)—and an additional 17% live within in New Brunswick but are more than a five minute walk away from the route.

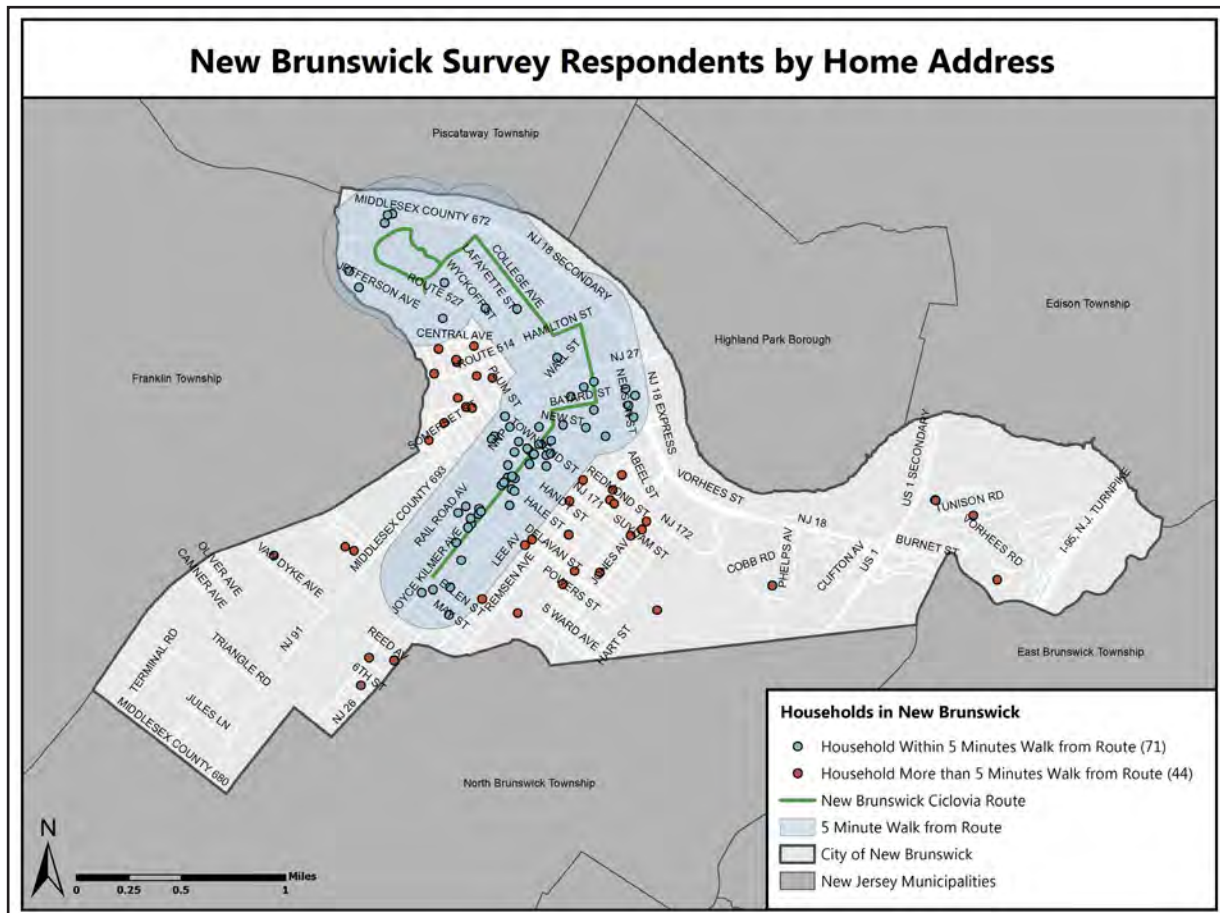


Figure 23. New Brunswick Respondents by Home Address

Ciclovía Outreach Coordinators

The Ciclovía Outreach Coordinators, managed by New Brunswick Tomorrow, played a vital role in encouraging the community as a whole to attend the Ciclovía. The outreach coordinators visited 21 houses of worship, eight local public schools, Unity Square Partnership, three targeted neighborhoods, and the New Brunswick Housing Authority. Their outreach included informational sessions, oral presentations, tabling, and distributing save-the-date postcards in public housing complexes. In addition, the Outreach Coordinators tabled and answered questions at three different direct-service providers for one to two hours and gave oral presentations and handed out save-the-date postcards at 21 different community entities, including banks, restaurants, non-profits, and hair salons.

The outreach locations were fairly evenly divided between sites within a five-minute walk of the route and sites more than a five-minute walk away (30 and 28, respectively). The outreach sites and where New Brunswick respondents live show some overlap, although it is not possible to establish a definite relationship between the two (See Figure 24). The map shows the diffuse distribution of the outreach locations throughout the targeted areas of New Brunswick, with some clustering in the downtown area.

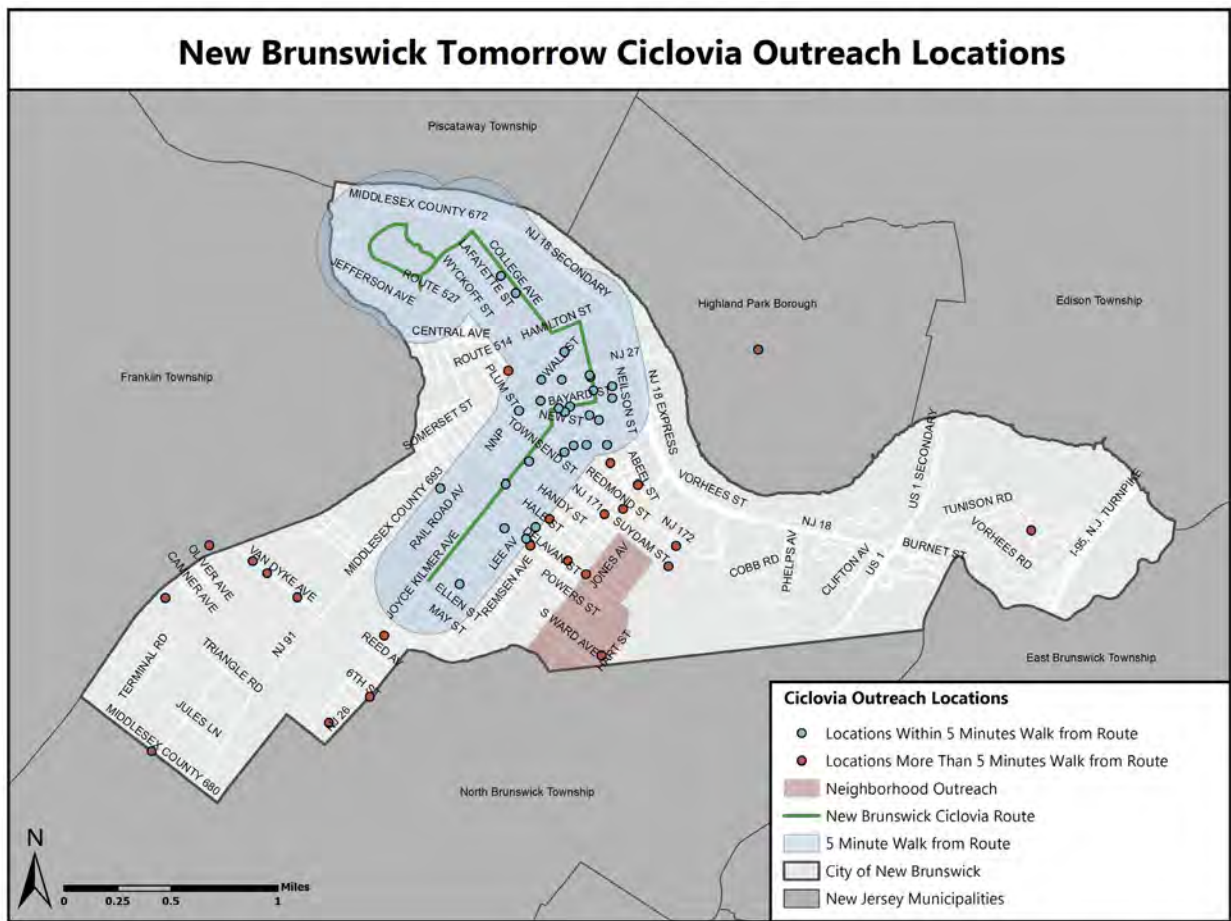


Figure 24. Map of Outreach Locations

Survey Respondents by Zip Code

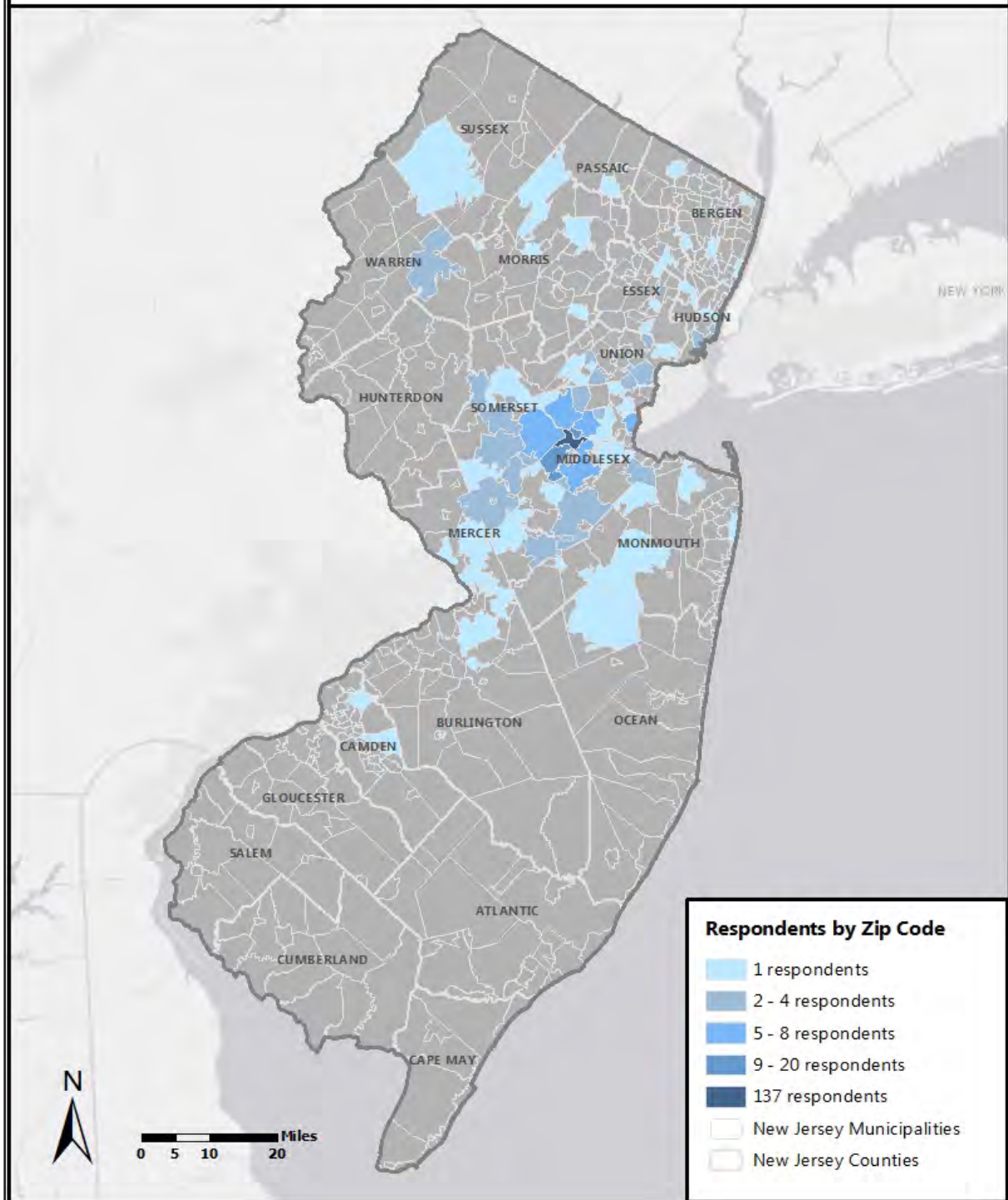


Figure 25. Survey Respondents by New Jersey Zip Code

How did Ciclovía Respondents Hear about Ciclovía?

Responses to marketing-related questions were analyzed to determine how people found out about the event, whether there were differences by race/Hispanic origin or income in how they found out about the event, and whether there was a relationship between race/Hispanic origin and how many people came to the Ciclovía with them.

According to Figure 26 (following page) the top five ways that all survey respondents said they found out about the Ciclovía were through: community organizations (16.8%), friends (14.4%), school (13.4%), social media (10.2%), and flyers/posters (9.2%).

New Brunswick respondents, to a much greater extent, found out about the event through friends. As shown in Figure 26, 45.2% of New Brunswick respondents said they heard about the Ciclovía from friends, which was much higher than 14.2% of all survey respondents who mentioned friends. Schools (11.0%) and flyers/posters (9.6%) were the second and third most popular way for New Brunswick respondents to find out about the Ciclovía.

How Ciclovía Respondents Heard About the Ciclovía, by Race & Hispanic Origin

Respondents of different races had slightly different ways of finding out about the Ciclovía (see Table 1). Non-Hispanic Whites heard about the event primarily through community organizations (19.0%), friends (12.8%), and social media (11.8%). Hispanic Whites discovered the Ciclovía mostly through school (17.7%) and friends (16.1%). Non-Hispanic Blacks heard about Ciclovía from community organizations (25.0%), friends (13.6%), and houses of worship (11.4%).

How Ciclovía Respondents Heard About the Ciclovía, by 2012 Household Income

Respondents of different income levels also had somewhat different ways of discovering the Ciclovía. As shown in Table 2, respondents in households earning under \$15,000 per year reported hearing about the Ciclovía through community organizations (19.7%), friends (18.2%), flyers/posters (16.7%), and school (15.2%). In contrast, people in households earning \$150,000 or more per year found out about the Ciclovía through co-workers (20.0%) and social media (15.6%). Households earning under \$50,000 per year heard about the Ciclovía primarily through school, although community organizations, friends, and flyers/posters were also often the source of information.

Top Source	White, Non-Hispanic	White, Hispanic	Black, Non-Hispanic	Black, Hispanic	Asian, Non-Hispanic	Asian, Hispanic
#1	Community Organization	School	Community Organization	Friends	Friends	School
#2	Friends	Friends	Friends	School	School	Family
#3	Social Media	Community Organization	House of Worship, Social Media (tie)	Family	Other	N/A

Table 1. How Ciclovía Respondents Heard About the Event, by Race and Hispanic Origin

Top Source	Under \$15,000	\$15,000 - \$25,000	\$25,001 - \$50,000	\$50,001 - \$75,000	\$75,001 - \$100,000	\$100,001 - \$150,000	\$150,000 or more
#1	Community Organization	School	School	Social Media	Social Media	Social Media	Co-Worker
#2	Friends	Community Organization	Community Organization	Other	Family	Other	Social Media
#3	Flyer/Poster	Flyer/Poster	Social Media	Community Organization	Other	Community Organization	Community Organization

Table 2. How Ciclovía Respondents Heard About the Event by 2012 Household Income

Evaluation and Recommendations

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía effectively achieved the participation of 2,000 - 3,000 people representing the Greater New Brunswick community at the launch event. The initial Ciclovía attracted over 4,000 participants, exceeding the threshold of success defined by the objective in terms of numerical attendance. Additionally, the Ciclovía attracted the diverse New Brunswick population quite well. The rating of 4 was based on the fulfillment of the objective’s attendance and its ability to attract a diverse group of residents.

Perceptions of Advisory and Subcommittee Members

The research team used ratings from the interviewee’s pre- and post-event interviews to assess the effectiveness of the marketing and outreach and guide recommendations for Goal #1. The pre- and post-event interviews contained six scaled questions where the interviewees were asked to rate the effectiveness of various aspects of the event and event planning process, on a scale from 1 to 5 (1 meaning “Not at all effective” and 5 meaning “Very effective”). During the

pre-event interviews the research team asked the interview subjects to rate their familiarity with how the Marketing Subcommittee and NBT were reaching out to residents, community institutions, and businesses on a scale of 1 to 5 (1 meaning “Not at all familiar” and 5 meaning “Very familiar”). The interviewees median response was 3, meaning half of them were at least somewhat familiar and half were at least somewhat unfamiliar with the promotion and outreach efforts.

During the post-event interview, the research team asked the interview subjects how effective the community outreach was on a scale of 1 to 5. The interviewees’ median response was a 3.5, indicating that at least half of the interviewees thought the community outreach was at least somewhat effective. However, interview subjects differed strongly in how they felt the marketing was handled: ratings ranged from 1 to 5. Some thought the marketing was done very well, but others were critical that not enough was done, done too late, not targeted to the right people, or treated Spanish-language promotion as an afterthought.

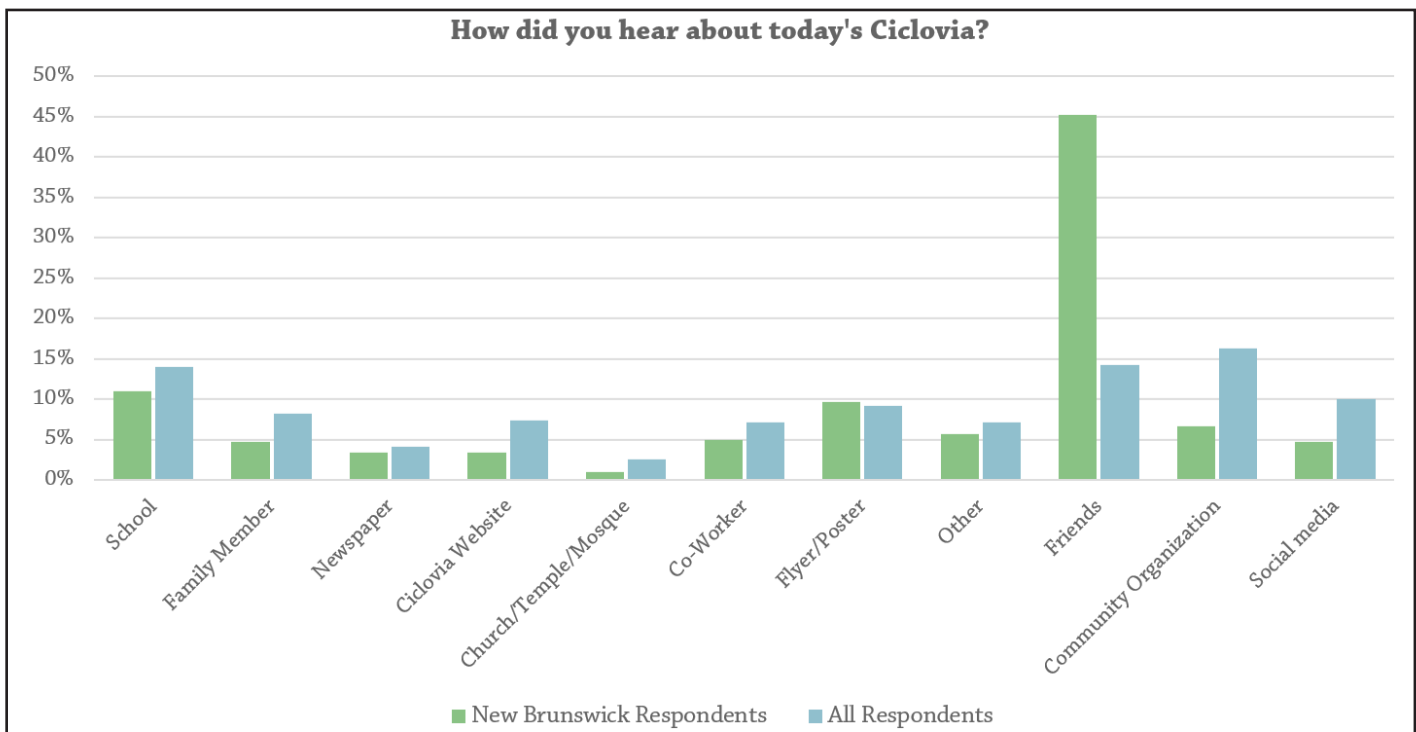


Figure 26. How did you hear about today’s Ciclovía?

Marketing Strategy & Timeline

The marketing strategy was broad and contained many elements, delivered through different platforms (print, digital, radio, etc.), in order to reach as many people as possible. The Marketing Subcommittee’s business outreach activities, however, may have fallen short in its scale and effectiveness. Though committee members talked with businesses along George Street on the route eleven days prior to the event and handed out materials, a walk down George Street four days prior to the event revealed limited interest and support of the Ciclovía on behalf of business owners. The only visual support observed by the research team was one save-the-date postcard put up in one shop window (see Figure 27). Even though the placement of the postcard in the window highlighted the business’s support of the Ciclovía, it is still important to notice how much more visible the purple “Gettin’ the Band Back Together” poster is compared to the Ciclovía save-the-date postcard.

The timing of the marketing can also be improved. The single banner promoting the Ciclovía did not go up until ten days prior to the event, the Ciclovía website was not updated in a consistently timely manner, and the postcard and save-the-dates door hanger were not available at many distribution locations until a month to two weeks prior to the event. For a more standardized and effective marketing strategy timeline, please see recommendation #1.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Develop a thorough marketing strategy and timeline. 4 Months Prior - Begin marketing campaign. 6 Months Prior - Design and print save-the-date postcards. 3 Months Prior - Approach businesses, put up posters, add promotional graphics to websites, and distribute flyers in children’s summer programs. 1 Month Prior - Begin an intense marketing campaign with emails, more social media engagement, Facebook advertising, radio interviews, community calendar listings, banners, sandwich-board style signs, flyers and posters, business placards, and other direct forms of promotion to the public.
- **Recommendation #2:** Consistently use social media throughout the marketing campaign along with continuous website updates.



Figure 27. Save-the-date Cards Posted on Business Door

Outreach Strategy

The outreach strategy focused on engagement with houses of worship, schools, direct service providers, neighborhood flyer distribution, and other places where people gather in order to encourage traditionally underserved communities in New Brunswick (minority, limited English proficiency, and/or low-income groups) to attend the Ciclovía. The most effective forms of outreach were oral presentations, especially if someone trusted by the group introduced the outreach coordinators. These presentations gave people a greater awareness of the event’s purpose and provided an opportunity to ask questions one-on-one afterwards and build rapport.

These outreach efforts succeeded because those doing the outreach were well-known in the African-American and Hispanic/Latino communities in New Brunswick and able to relate to their concerns. The outreach coordinators were outgoing, flexible, and trustworthy and are very involved with many community groups. When necessary they used personal contacts and their own networks when they ran into hurdles.

The outreach coordinators also discussed the myriad challenges that they faced carrying out their outreach strategy. One of the major problems was that the timeframe was too short for the scale of the project. The outreach coordinators found it hard to build relationships and trust with so little time. Usually a successful outreach effort requires multiple conversations and visits, but with limited time they made only one or two visits. Some of the people that the outreach coordinators spoke with did not know what a Ciclovía was, did not think it was for them (only for the downtown workers, Rutgers students, and visitors with money), or did not want to walk or exercise. There were also logistical difficulties coordinating schedules and appearances at schools which required a really long clearance time.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Longer timeline to make multiple outreach visits and earn people’s trust, for the appropriate school clearances, and to allow for cancellations and scheduling miscommunications.
- **Recommendation #2:** Outreach to additional community organizations and schools, especially with summer youth programs, youth services, the board of education, as well as physical education and health teachers.
- **Recommendation #3:** Continued focus on giving oral presentations and cultivating relationships with community members who can introduce the outreach coordinators to the group.
- **Recommendation #4:** Continue to use outreach coordinators who are outgoing, bilingual, and deeply involved with the New Brunswick community.
- **Recommendation #5:** Consider hiring an outreach coordinator for outreach during the day, visiting sites in pairs, or recruiting a female outreach coordinator to reach women in a different way.
- **Recommendation #6:** Consider outfitting outreach coordinators in professional Ciclovía-branded polo shirts to give them more official, authoritative look.
- **Recommendation #7:** Use targeted marketing and incentives that resonate with specific underserved groups to interest people in participating and exercising.
- **Recommendation #8:** Invite religious leaders and other interested community members to join the Advisory Committee and Subcommittees and involve them in planning early on.

Survey Respondents’ Characteristics & Target Audience

Overall, the Ciclovía was effective at attracting people who reflected the residential population of New Brunswick. The New Brunswick respondents mirrored the New Brunswick population’s relatively even split between Hispanic and Non-Hispanic origin. The Ciclovía succeeded in its goal to bring in lower-income people to the event (especially from New Brunswick), but it also attracted more high-income (but fewer middle-income) people from outside New Brunswick than is reflective of New Brunswick’s population. Lastly, there were fewer Ciclovía attendees in the 18-24 age category than in New Brunswick as a whole. This supports the anecdotal evidence that Rutgers students were not a significant presence at the Ciclovía. There were, however, many children at the Ciclovía (under age 18) and a number of older adults. The address and zip code information taken from surveys indicates a high participation rate by residents immediately adjacent to the route and those living nearby; although this percentage could be even higher if the focus of the Ciclovía is on resident participation and community building.

The outreach coordinators accomplished more than was required. Though it may have been challenging to reach traditionally underserved communities effectively, the survey results suggests that African-American residents, residents of Hispanic origin, residents of households earning \$15,000 a year or less, and Spanish-speaking residents were well-represented at the Ciclovía. Given the difficulty associated with effectively reaching traditionally underserved populations, it is unlikely that these populations would have shown up in any significant numbers without the intensive work done by the outreach coordinators in these selected communities.

Given the relatively small number of New Brunswick residents who said they heard about the event from a community organization or their house of worship suggests that there is much more work to be done in terms of direct outreach. It is hard to say how people’s friends first heard about the event (indeed, they might have heard from friends who had just seen the Ciclovía happening), but it is certainly possible that the people that the outreach coordinators spoke with then spread the word among their network of friends.

Based on survey results, the outreach was effective but certainly more could have been done to reach and involve everyone in the process. Given that this was the first Ciclovía, outreach should operate more smoothly and with less intensive effort during the next Ciclovía since the outreach coordinators can work with the contacts they made for the first Ciclovía.



Figure 28. Community outreach at a fire station

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Build on the most popular ways to reach certain racial and Hispanic groups (Hispanic Whites, schools; Non-Hispanic Blacks, houses of worship and community organizations; Non-Hispanic Whites, social media and community organizations).
- **Recommendation #2:** Distribute save-the-date postcards to children in summer school programs, distribute a flyer during back-to-school events in September, and put up posters in schools to reinforce the message.
- **Recommendation #3:** Increase distribution and range of marketing to other targeted groups including Rutgers students, faculty/staff, and alumni.
- **Recommendation #4:** Encourage partner organizations to allow employees of Rutgers, Johnson & Johnson, the City of New Brunswick, Robert Wood Johnson University Hospital, and Saint Peter’s Hospital to establish incentives for attending the Ciclovía.

Spanish Language

There was a stated interest on the part of the committee members in ensuring that all materials were available in Spanish, but ultimately there was not enough timely, quality follow through. As a result, although the postcard and door hanger save-the-dates were equally split between Spanish and English, the website only had one Spanish webpage (which was available two weeks before the event) and neither the Frequently Asked Questions or route map were available in Spanish. The Ciclovía’s social media presence on Facebook and Twitter was also entirely in English. There were also several translation mistakes in the postcard and Ciclovía signage.



Figure 29. Sign for the Teen Center Station, in English and Spanish

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Establish a default process to translate all English materials into Spanish, preferably by a professional translator familiar with the New Brunswick Hispanic/Latino community.
- **Recommendation #2:** Integrate translation into the planning timeline and allow sufficient time for circulation among all Spanish-speaking committee members for approval and comments prior to printing or being put up on the website or social media.
- **Recommendation #3:** Create a Spanish version of the full website, especially of the route map, as well as posters and flyers in Spanish.
- **Recommendation #3:** Create targeted marketing materials, Spanish-language television advertisements, and radio spots/ interviews on Spanish-language radio, and place advertisements in local Spanish-language newspapers.

Form and Location of Promotion

The children’s bicycle giveaway may have excited children, but some of the parents were hesitant about giving out contact information. New Brunswick, like many cities across America, has an undocumented population that refuse to willingly share contact information regardless of context.

The form of the printed promotional pieces was also problematic. Printed save-the-dates are intended to be quick promotional pieces, deployed several months prior to the event when there are few concrete details and logistics are still being finalized. Save-the-dates should be replaced by multiple additional forms of promotion in the months and weeks leading up to the event. A 4” x 6” printed postcard cannot communicate the same amount of information, authority, or importance as a much larger 11” x 17” poster. Printed promotional pieces are a basic form of marketing that can work in almost any context and across income levels; however print pieces are an especially important form of communication for lower-income people. About 17% of people from households earning less than \$15,000 per year indicated that they heard about the event through the save-the-date postcards.

Survey results also indicate that respondents with higher household incomes live in areas outside of New Brunswick. While enticing New Brunswick residents to attend the Ciclovía is very important, it would also be prudent to spread the word to neighboring towns to generate a larger overall attendance and possibly increase sales at local businesses, if necessary.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Create large 11”x17” posters and place posters extensively: restaurants, shops, banks, offices, large public message boards along George Street, telephone poles, libraries, post offices, city hall, judicial buildings, Rutgers Student Center, Alexander Library, Student Activity Center, and dorms.
- **Recommendation #2:** Retro-fit sandwich-style board signs with paper sign overlays with save-the-date info or as the event nears, indicate that the street is part of the Ciclovía route.
- **Recommendation #3:** Hang additional street banners on College Avenue near the Student Activity Center and Joyce Kilmer Avenue near the Joyce Kilmer Park (also, consider smaller, less expensive light pole versions).
- **Recommendation #4:** Purchase advertising at train stations along the Northeast Corridor to attract transit users.
- **Recommendation #5:** Prioritize a map of the route, website address, Facebook page, and Twitter hashtag on all forms of promotion, especially on printed pieces.
- **Recommendation #6:** Put up posters in Highland Park, Princeton, Edison, Somerset, East Brunswick, North Brunswick, Milltown, and Piscataway.

Digital Promotion & Social Media

Though the Facebook page and Twitter feed were fairly consistently maintained, there simply were not enough fans or followers to produce interesting conversations and generate buzz. Social media is appealing since it is free to use but it does require consistency and innovative, interesting ideas. It may not effectively reach all segments of New Brunswick residents (e.g. low-income groups or those of Hispanic/Latino origin). Survey results also suggest that some people found out about the event through an email from an organization.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Continue to emphasize interactivity, fun, and games on the Ciclovía Facebook page and @NBCiclovía tweets. For example, posts could include asking fans to: guess the location of photos taken of places along the route, post a photo of their bikes, skateboards, or shoes, share stories of the scariest encounter with traffic they have had, one thing they would do to make the streets safer for walkers/bikers/skaters, guess how many Ciclovía-style events there are currently in the U.S., and name their favorite public space, hidden gem, or favorite restaurant along the route in New Brunswick. Other potential posts include photos of cute kids, people with dogs, and skateboarders from the 2013 Ciclovía, relevant biking/walking articles (especially in New Jersey), and asking fans to vote in polls to encourage another form of interaction.
- **Recommendation #2:** Work with additional bicycle and walking advocacy groups, urban planning, transportation, environmental, and other interest groups to include Ciclovía in emails to their members, as well as directly emailing the 2013 Ciclovía volunteers.
- **Recommendation #3:** Place a small promotional graphic which links to the Ciclovía website on relevant partner webpages. For example, Rutgers (RUDOTS, Community Affairs), City of New Brunswick (homepage, Department of Planning & Development), City Council, New Brunswick Tomorrow, DEVCO, and other webpages.
- **Recommendation #4:** Consider writing guest posts for relevant blogs, including the Johnson & Johnson blog.
- **Recommendation #5:** Consider using Facebook advertisements to make thousands of impressions and spread the word about Ciclovía widely and quickly very inexpensively economical way. This type of advertising is best used to increase the number of New Brunswick Ciclovía Facebook fans as well as raise general awareness of the event.

“[Ciclovía is] the start of something bigger.”



Figure 30. Children playing with a parachute

Other Things to Consider

As mentioned previously, some parents were reluctant to sign up to win a children’s bicycle. Given that the bicycles were an expensive form of promotion (\$2,300, even at wholesale cost) that only a limited number of children could enjoy, it might be more worthwhile to utilize low-value items that can be widely distributed to everyone, regardless of age, or storage space. For example, giving out free Ciclovía-branded t-shirts, hats, balls, water bottles, or buttons can be appreciated by a larger group of people. Given the limited Ciclovía budget, below are several free and low-cost methods of promotion.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Organize a pre-Ciclovía ride where a group of bicyclists/walkers/skaters (similar to Critical Mass in San Francisco) travel the route in mixed traffic carrying several Ciclovía banners or signs and handing out promotional materials.

- **Recommendation #2:** Have committee members and/or Ciclovía volunteers hand out flyers, stickers, temporary tattoos and buttons a week before the event on College Avenue, George Street, and Joyce Kilmer Avenue.
- **Recommendation #3:** Ask to have the Ciclovía included in community calendar listings on TV programs, newspapers, and websites.
- **Recommendation #4:** Work with the responsible department to place several electronic variable message boards Route 18 and Albany Street advising people of the event and upcoming traffic pattern changes.
- **Recommendation #5:** For sponsorships and/or other program support, approach regional and local sports franchises, sports equipment and apparel companies, the NFL Play 60 program, as well as intramural football, soccer, and baseball leagues in New Brunswick.

“Streets for people!”

Objective #2: Develop a Program Format, Scale, and Budget Appropriate for Replication and Continuous Implementation

Findings

Budget

The New Brunswick Ciclovía attracted \$59,000 in cash sponsorship and \$16,240 in in-kind donations. The major sponsors included NBT (\$25,000), Johnson & Johnson (\$25,000), Robert Wood Johnson University Hospital (\$5,000), New Brunswick City Market (\$2,500), Horizon Blue Cross Blue Shield (\$500), East Coast Greenway (\$500), and the Central Jersey Bike Club (\$500). In-kind donations were provided via time, materials, services, and equipment by the City of New Brunswick, Rutgers University, City Market, DEVCO, New Jersey Partnership for Healthy Kids-New Brunswick, New Jersey Bike Walk Coalition, Business Bistro, HUB Teen Center, and Kim's Bike Shop.

After all income and expenses were collected and tabulated, the final budget for the New Brunswick Ciclovía included \$59,000 in cash income and \$85,388 in total expenses for a difference of -\$26,388 or -\$10,148 when the \$16,240 in in-kind donations are subtracted from the total expenses. It should be noted however that neither deficient, the -\$26,388 or the -\$10,148, includes the substantial amount of staff hours and other personnel costs provided by NBT and volunteers, or the \$57,390 in grant funding provided by Together North Jersey to NBT for Ciclovía outreach and evaluation. When all these expenses are considered, the deficient clearly exceeds \$70,000 or more.

Although the pre-event activities (Leadership Breakfast, Press Conference, Committee Luncheon, Public Lecture, and Reception) were not included in the marketing budget, they constituted a significant expense intended to promote the Ciclovía to business, media, and academic leaders as well as recognize the committee members planning efforts. A quarter of the total budget (gross expenses) or 31.1% of the adjusted budget (total expenses minus in-kind donations and donations) was spent on the pre-event activities. In contrast, 20% of the total budget or 24% of the adjusted budget was spent on marketing the event. Only 5.25% of the adjusted budget was spent on directly promoting the event to the public leading up to the Ciclovía.

The pre-Ciclovía spending is somewhat understandable considering it was the first year and these specific pre-Ciclovía activities may not need to be repeated in future years. The pre-Ciclovía activities were well-done, inspiring, and thoroughly enjoyed by the participants. They garnered important

political support and boosted Ciclovía volunteer and staff morale, which may help ensure future Ciclovía events, but it is debatable whether these potential long-term, intangible benefits were a cost effective use of limited marketing resources.

Evaluation & Recommendations

The research team assigned a scale grade of 4 for Objective #2, indicating that the Ciclovía effectively developed a program format, scale, and budget appropriate for replication and continuous implementation. Overall, the format and scale of the Ciclovía worked fairly well, with long sections of the route with high attendance and some activity stations that were very popular. The budget (excluding the pre-event launch activities) is appropriate for the size and scope of the event. The rating of 4 was based on the three elements that were successful enough to be replicated frequently, though there were a few areas that could be strengthened for future Ciclovías.

Perceptions of Advisory and Subcommittee Members

Prior to the Ciclovía, interviewees gave ratings on a 1 to 5 scale when answering the question, "How effective is/was the collaboration among the stakeholders?" The interviewees gave a median rating of 4, indicating that they thought that the Ciclovía stakeholder collaboration was effective. Prior to the event, though, interview subjects were not completely sure whether the Ciclovía would be successful enough to continue and operate annually, and how it would be operated or financed if it was successful enough to occur again.

During the post-event interviews, the interview subjects gave the effectiveness a median rating of 4.5, an increase from the pre-event median rating which indicates that the interviewees' found the collaboration even more effective after the event. This is a positive sign that suggests a greater optimism that the Advisory Committee, Subcommittees, and their partners can sustain the event over time. Most interviewees agreed that the sponsorship effort did not have enough lead time to be as effective as it could have been and should be looked at more closely and improved so that the Ciclovía could be more self-sustaining.

Program Format, Scale, and Budget

The Ciclovía's activities, route, and budgeting could all be improved, but overall this event represents a very solid foundation on which the committee can build and modify elements. The individual elements are generally strong enough to be replicated with continuing, and hopefully, mounting success.

The Ciclovía format and scale worked relatively well, although the route could potentially be improved (see Goal #7 section). The Sunday date did not seem to deter people as much as some interviewees had feared, but it is difficult to say how many more people might have attended if the event was on a Saturday or had longer hours on Sunday to welcome people who would like to attend religious services as well as the Ciclovía. The scale might become unsustainable if the Ciclovía were to be held four times a year, with no increase in budget or staff time.

Though the budget was large for a first time event because of the pre-event launch activities, it should be relatively simple to utilize a similar budget for future years, with the cost of the launch activities removed. Ideally, the Advisory Committee can boost development in the future to make the budget more feasible for continuous implementation.

By many important metrics, the event was successful and there was significant interest from interview subjects, participants, and Ciclovía volunteers in holding the Ciclovía regularly. Thus the question of sustainability and replicability takes on even more importance. By now, those who have worked on the Ciclovía have begun to develop institutional knowledge about what did and did not work, identify helpful contacts and possible partners, and efficient ways of doing business. The initial Ciclovía was successful enough that the committee need not completely re-invent or re-imagine the event, but can experiment and improve around the edges, or with individual elements.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Ask the City of New Brunswick to pay for at least the New Brunswick Police Department presence at future Ciclovías (about \$11,000 for the initial event), which is reasonable given how supportive New Brunswick city residents were of funding Ciclovía through the city government (93.9%).
- **Recommendation #2:** Consider adjusting the scale and format of the event by holding more frequent mini-Ciclovías within residential neighborhoods and one large annual Ciclovía. That way, the benefits of Ciclovía accrue in neighborhoods most in need of physical and civic activities, economic development, and community empowerment.
- **Recommendation #3:** Consider experimenting by holding one Ciclovía on a Saturday to see if attendance improves or declines. Also, the hours of the event could be extended (8 a.m. - 4 p.m., for example) on Sunday, to allow people to attend religious services either before or after attending the Ciclovía. Ideas and feedback from community religious leaders should also serve as a guide to any proposed changes.



Figure 31. Siblings taking a break during their Ciclovía bicycle ride

Goal #2: Mobilize Community Members to Embrace Active Living to Increase Overall Health and Wellness

- **Objective #1:** Provide a diverse offering of health and wellness information and related activities
- **Objective #2:** Increase overall health and wellness of residents

Evaluation Summary

Cumulative Scale Grade: 3/5

The research team assigned a scale grade of 3 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at provide a diverse offering of health and wellness information and related activities. The Advisory Committee and Logistics Committee made certain that the three activity centers offered a wide variety of exercise classes, though there was little health information provided. In the future, if the goal of the Advisory Committee is to provide a diverse offering of health and wellness information, the Committee should encourage and strengthen their distribution of wellness resources through tabling, and other non-traditional methods of information dissemination.

The research team assigned a scale grade of 3 for Objective #2, indicating that the Ciclovía was neither effective nor ineffective at increasing the overall health and wellness of New Brunswick residents. The Ciclovía very effectively increased the health and wellness of attendees on the day of the event, demonstrated by the large numbers of survey respondents who exercised more at the Ciclovía than they typically do. This observation is insufficient to make a determination about the effectiveness of the Ciclovía on residents' health over the long-term. Areas of improvement include revising the time period of the objective, tracking respondent's health over time, and/or holding Ciclovías more frequently to encourage healthy habits.



Figure 32. Dance activities in downtown New Brunswick

Introduction

The Ciclovía Advisory Committee's second goal was to mobilize community members to embrace active living to increase overall health and wellness. To accomplish this goal, the committee established two objectives: 1) provide a diverse offering of health and wellness information and related activities; and 2) increase overall health and wellness of residents. This section includes an evaluation of Objectives 1 and 2. The research team evaluated both objectives utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, and research team direct observations.

Objective #1: Provide a Diverse Offering of Health and Wellness Information and Related Activities

Findings

Health and Wellness Information

The Advisory Committee meeting minutes show that the committee decided to eliminate the traditional tabling format, fearing that tables and booths might slow movement, which they thought would be counterproductive to the idea of constant movement along the route. The committees' insistence that there be as little tabling as possible made typical information distribution very difficult (brochures, postcards, etc. handed out at booths or tables).

The research team observed a few sponsor booths on the route that may have distributed health and wellness information, including Horizon Blue Cross Blue Shield (downtown area) and St. Peter's University Hospital (College Ave area). With so few potential sources of information it was unclear whether participants learned much about physical activity or health and wellness.

What types of activity are you doing at the Ciclovía?

The New Brunswick Ciclovía offered a range of activities at the three activity stations located along the route. When asked about the types of activities they would be participating in at the Ciclovía, the most popular answer among all survey respondents were bicycling (56.3%) and walking (52.8%), followed by running (13.6%) and dancing (11.7%), as shown in Table 3. These answers are interesting considering that more survey respondents reported bicycling (56.3% versus 28%, respectively) and less reported walking (52.8% versus 78%, respectively) than were observed by video cameras along the route. Smaller numbers of event attendees also did group activity classes (such as Zumba, yoga, or cardio), skateboarded, or rollerbladed.

Evaluation & Recommendations

The research team assigned a scale grade of 3 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at provide a diverse offering of health and wellness information and related activities. The Advisory Committee and Logistics Committee worked diligently to ensure that the three activity centers showcased a variety of physical activities and types of exercise and many survey respondents indicated they visited the activity centers. The Ciclovía was far less effective at educating attendees about health and wellness. The idea of distributing health and wellness information was essentially abandoned prior to the event when it was decided that tabling would interfere with constant movement, though the objective does not reflect that change. In the future, the Advisory Committee should either update the objective, develop active methods of information distribution, or allow traditional forms of tabling.

Though the Advisory Committee chose not to widely distribute health and wellness information through tabling, they did not provide another form of distribution, nor did they modify their original objective. There was no clear strategy for health and wellness information to be distributed in an active way along the route. Other than the very limited number of sponsor booths that might have provided health and wellness-related information, there were no other sources of information at the Ciclovía. It is not possible for the research team to determine whether attendees learned anything about health or physical activity, though the lack of such information at the event indicates that few people would be able to learn something about those topics. On the other hand, the Ciclovía effectively provided a diverse offering of physical activities and activity classes at the activity stations.

Response	Number	Percent
Bicycling	178	56.3
Walking	167	52.8
Running/jogging	43	13.6
Dancing	37	11.7
Other	24	7.6
Zumba	18	5.7
Skateboarding	12	3.8
Yoga	11	3.5
Cardio Class	9	2.8
Rollerblading	8	2.5
Capoeira	6	1.9
Tae Bo	2	0.6
Total	316	

Table 3. What types of activity are you doing?

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Allow the traditional tabling format or develop an innovative, integrated approach developed in concert with healthcare providers, insurance companies, fitness centers, and bicycling clubs to spread health information without relying on handouts.
- **Recommendation #2:** Consider offering through a sponsor or partner a variety of health screenings and education at stations along the route (blood pressure, glucose, cholesterol, flexibility/muscle strength, depression/mental health, etc.).
- **Recommendation #3:** Leverage relationships with Robert Wood Johnson University Hospital, St. Peter’s University Hospital, and other area healthcare providers to provide staff, equipment, and supplies.
- **Recommendation #4:** Invite Affordable Care Act representatives to table at the event and get people to enroll in state medical insurance exchanges.
- **Recommendation #5:** Change the Activity Center programming into an almost continuous format. Longer exercise programs should be interspersed with shorter programs in order to attract attendees that would prefer to do yoga for an hour in one place rather than walk or bicycle for an hour.
- **Recommendation #6:** Offer other fun and interesting activities: rock-climbing, Zumba-thon/Zumba Party, 100 yard dash, Poker Walk, water activities, biking lessons or bike rodeos for children (provided through BPRC or other appropriate bicycle organization), salsa dancing, and skateboarding/bicycling performances and tricks.
- **Recommendation #7:** Provide free or low-cost rental exercise equipment including bicycles, skateboards, balls, yoga mats, nets, kayaks, canoes, etc. Participants could experience what it is like to get around in a wheelchair or an assisted bicycle.
- **Recommendation #8:** Play significantly more music along the route, which could be provided by mobile choirs from some of the local houses of worship, DJs, and mariachi bands.

Objective #2: Increase Overall Health and Wellness of Residents

Findings

How many times a week do you exercise?

When asked about how many times a week they exercise, the largest number of people surveyed reported exercising three to four times a week (35.8%), though a significant minority exercised seven times a week or more (12%). When exercising, most people said they spent 30-59 minutes doing physical activity. These exercise rates far exceed those reported for Middlesex County (more detailed results for the city of New Brunswick are unavailable). Only 76.5% of Middlesex County residents reported exercising in the past 30 days, compared to the 94.8% of event attendees who said that they normally exercise at least once per week.^{xix} Interestingly, as shown in Figure 33, almost two-thirds of the survey respondents (62.8%) participated in physical activity longer at the Ciclovía than when they normally exercise (figures for New Brunswick respondents were nearly identical). This evidence suggests that if the Ciclovía were a regularly scheduled event, people might be able to increase their amount of exercise.

The Ciclovía seems to have attracted people that already meet or exceed the CDC exercise recommendations of 150 minutes of moderate activity or 75 minutes of vigorous activity per week, plus two sessions of muscle-building activities.

Among the respondents, the median minute of exercise per week was 157.5, while the average number of minutes of exercise per week was 293.05. Comparing the median and the average, it is clear that the Ciclovía attracted a group of very highly active people. Overall, 63% of the respondents met or exceeded the CDC recommendation of 150 minutes of moderate exercise per week. In the interests of brevity, no distinction was made in the survey regarding moderate or vigorous activity, so the results may even slightly underestimate the amount of exercise participants get per week.^{xx}

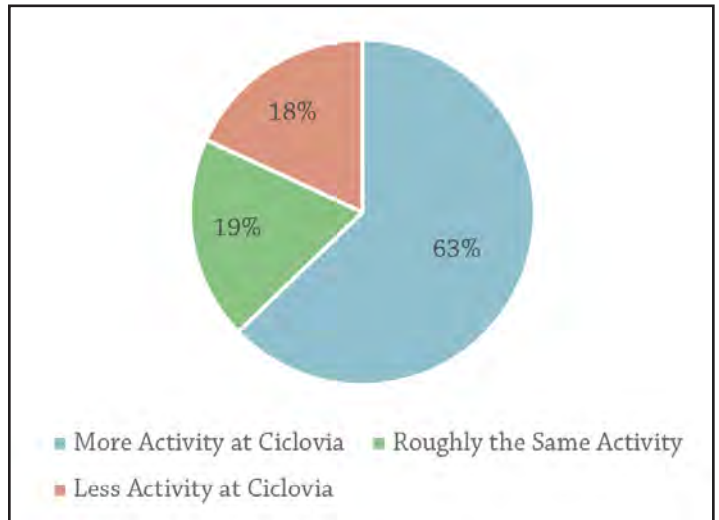


Figure 33. Normal Activity Levels Relative to Ciclovía

2012 Income	Weekly Exercise (Number of Times Per Week)										
	0 Times		1-2 Times		3-4 Times		5-6 Times		7 or more times		Total
Under \$15,000	5	9.8%	10	19.6%	13	25.5%	11	21.6%	12	23.5%	51
\$15,001 - \$25,000	3	10.3%	14	48.3%	7	24.1%	4	13.8%	1	3.4%	29
\$25,001 - \$50,000	1	3.0%	11	33.3%	10	30.3%	4	12.1%	7	21.2%	33
\$50,001 - \$75,000	2	6.3%	6	18.8%	10	31.3%	9	28.1%	5	15.6%	32
\$75,001 - \$100,000	1	2.5%	10	25.0%	17	42.5%	10	25.0%	2	5.0%	40
\$100,001 - \$150,000	2	5.6%	6	16.7%	17	47.2%	9	25.0%	2	5.6%	36
\$150,001 - or more	0	0.0%	3	13.6%	13	59.1%	4	18.2%	2	9.1%	22
Total	14	5.8%	60	24.7%	87	35.8%	51	21.0%	31	12.8%	243

Table 4. Weekly Exercise, Number of Responses and Percentages

Respondents' Physical Activity by Racial & Hispanic Origin

There appear to be reported physical activity differences between some racial and Hispanic origin groups. The survey indicates that 83.6% of White Non-Hispanics exercise at least 3-4 times a week, compared to 71.4% of Asian Non-Hispanics, 69.0% of Black Non-Hispanics, and only 59.6% of White Hispanics. Also, only 65.8% of White Hispanics exercise for the CDC-recommended amount of at least 30-59 minutes, compared to 77.3% of White Non-Hispanics, 84.2% of Asian Non-Hispanics, and 89.7% of Black Non-Hispanics.

Respondents' Physical Activity by Household Income

As shown in Table 4, the physical activity of attendees by income level varied. Among households earning \$150,000 or more in 2012, 86.4% of people exercised for the CDC-recommended amount of at least three days per week, compared to 41.4% of people in households earning \$15,001 - \$25,000 per year. However, the lowest income bracket and two middle-income groups had the highest number of people who reporting exercising at least seven or more days a week (23.5%, 21.2%, and 15.6%, respectively). Generally, the higher the household income the more likely the respondent exercised, for the CDC-recommended amount of at least 30-59 minutes.

Respondents' Level of Satisfaction with Overall Health

Survey participants were also asked their level of satisfaction with their overall health. Nearly 83% (82.9%) of respondents stated that they were "very satisfied" or "somewhat satisfied" with their overall health. While the majority of respondents indicated that they were very satisfied or satisfied with their health (across all racial groups), several groups indicated higher levels of dissatisfaction. Almost a third of respondents who identified as Other Race, Hispanic (31.3%) said that they were somewhat or very unsatisfied with their health while 12.5% of White Non-Hispanics and 10.3% of Black Non-Hispanics felt that way.

When asked if they would consider walking or bicycling more after their experience at the Ciclovía, nearly 92% of all of the people surveyed said that they would (see Table 5). Though it is difficult to say whether this translates into a significant, life-changing impact on people's exercise and commuting habits, it is encouraging that the Ciclovía environment was enjoyable enough that almost everyone surveyed would consider walking or biking more.

Evaluation & Recommendations

The research team assigned a scale grade of 3 for Objective #2, indicating that the Ciclovía was neither effective nor ineffective at increasing the overall health and wellness of New Brunswick residents. Over 60% of survey respondents exercised more at the Ciclovía than they do normally, which strongly supports the conclusion that the Ciclovía very effectively increased the health and wellness of attendees on the day of the Ciclovía. The rating of 3 was based on the lack of information about the long-term impact of the Ciclovía on the "overall" health and wellness of residents, which the research team was not able to discern from a one-day intervention. The Advisory Committee should consider defining the objective to a more limited period of time, holding Ciclovías much more frequently, and/or conducting a longitudinal study to track individual health over time.

Perceptions of Advisory and Subcommittee Members

Prior to the event, interviewees weighed in on how effective they thought the Ciclovía would be at improving people's physical activity levels on the day of the event, on a scale from 1 to 5. Their median rating was a 4, indicating that at least half of the interview subjects thought that the Ciclovía would be effective at improving people's activity levels on the day of the event. However, a few people specifically mentioned that they did not think that the Ciclovía would have much, if any, impact on people's long-term health or levels of physical activity since it was only a one-day Ciclovía.

After the event, interviewees' median rating of the Ciclovía's effectiveness at improving people's physical activity levels on the day of the event increased to a 4.5, demonstrating that the event had been even more effective than they previously thought. Interviewees also mentioned that the event was an important start and had the potential to have a long-term impact if the event was conducted more frequently, encouraged large numbers of people to start bicycling and walking (or participate in these activities more), led to a cultural shift away from car-centric thinking, increased biking and walking advocacy, or led to the installation of physical infrastructure such as bicycle lanes or better sidewalks.

Response	Number	Percent
Yes	277	91.7
Not Sure	17	5.6
No	8	2.6
Total	302	

Table 5. Would you consider walking or biking more?

Increasing Overall Health and Wellness

It is clear that the Ciclovía did meet the committee's goal of increasing the overall health and wellness of residents, on the day of the Ciclovía, which is the only point of measurement in this study. In order to gauge long-term impact on participants' health a year-long longitudinal study would be required, though it is unlikely that any positive impact would be revealed because one-time interventions usually do not have large impacts on ingrained behaviors related to exercise and health. The Ciclovía did increase the amount of exercise that attendees usually do in one day, with 62.8% reporting that they participated in physical activity longer at the Ciclovía than when they normally exercise. However, given that most Ciclovía attendees (63%) already meet or exceed the CDC recommended amount of exercise per week, it may not be possible to increase the overall health and wellness for all attendees, but perhaps can demonstrate the importance to the segment of residents who are dissatisfied with their current health or level of fitness.

- **Recommendation #3:** Maximize the visual interest of the route (natural features, people) to help motivate attendees to go farther along the route and get more exercise.
- **Recommendation #4:** Create distance-based incentives and use mini activity stations to assist in operating an incentive program, wherein participants receive a small item like a sticker or ticket stub at one location, and gather additional stickers at other activity stations as a way to reward traveling in between the two or for completing the activity at the station.
- **Recommendation #5:** Use healthy prizes, such as jump ropes, balls, pedometers, fresh fruits and vegetables, or even discounts at local merchants, which can be redeemed based on the number of stickers or tickets collected.



Figure 34. A free dance class at Ciclovía, on College Avenue

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Consider working with a partner or sponsor(s) to devise a longitudinal study for future research, in order to rigorously measure individual and community long-term health impacts.. This study would track the health and physical activity of individual Ciclovía attendees over a period of time. Using a representative sample, results can be compared to health outcomes on a census tract level.
- **Recommendation #2:** Hold the Ciclovía several times per year, ideally at least once a month during the warmer months, in order to have a significant impact on participants' health.

- **Recommendation #6:** Consider an alternative incentive program such as using the activity stations as part of a scavenger hunt where each station gives out a sticker to participants. If they collect five stickers they get a clue towards solving the puzzle, with one large prize at the end.
- **Recommendation #7:** Target marketing and outreach strategies to attract people to the Ciclovía who are unsatisfied with their health or who are less likely to exercise in order to have the largest impact on public health. Recognize that greater awareness and participation by this segment should be a critical measure of success.

Goal #3: Encourage Non-Motorized Transportation as a Safe and Alternative Mode of Transportation

- **Objective #1:** Demonstrate and showcase a minimum of three non-motorized options and resources for transportation

Evaluation Summary

Cumulative Scale Grade: 3/5

The research team assigned a scale grade of 3 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at demonstrating and showcasing a minimum of three non-motorized options and resources for transportation. The event included more than three forms of non-motorized transportation organically, though it is unclear whether the Advisory Committee officially showcased those forms and there was little information about alternative transportation. The Advisory Committee may want to revise this objective and/or partner with walking and biking advocacy organizations in order to offer more robust active transportation resources.

Introduction

The Ciclovía Advisory Committee’s third goal was to encourage non-motorized transportation as a safe and alternative mode of transportation. To accomplish this goal, the committee established one objective: Demonstrate and showcase a minimum of three non-motorized options and resources for transportation. This section includes an evaluation of Objective 1. The research team evaluated the objective utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, and research team direct observations.

Objective #1: Demonstrate and Showcase a Minimum of Three Non-Motorized Options and Resources for Transportation

Findings

Non-Motorized Transportation Options

The research team did not observe any “specific” strategies the committees used to present at least three non-motorized options and resources for transportation. Organically, however, the Ciclovía had many different modes of transportation that participants could observe (but not necessarily use). At the event the most popular forms of active transportation included walking, bicycling, skateboarding, and rollerblading. Additionally, attendees may have noticed

that some bicycling parents had seat attachments or small enclosed bicycle trailers for their children or the several modified bicycles for disabled people, both of which increase transportation options. There was also a booth for one of the sponsors (a regional bicycle advocacy group) which could be considered a resource for transportation information.

How did participants get to the Ciclovía?

As shown below in Table 6, survey respondents traveled to the Ciclovía using several different non-motorized modes of transportation: 36.9% walked, 33.4% bicycled, and 1.6% skateboarded. Among New Brunswick respondents the percentages were even higher, with a total of 93.2% who walked or bicycled the Ciclovía (55.8% and 37.4%, respectively). These figures are much higher than the number of New Brunswick residents who reported walking (16%) or bicycling to work (1%), as one might expect since the Ciclovía is generally a local Ciclovía.^{xxi}

Response	New Brunswick Respondents		All Respondents	
	Number	Percent	Number	Percent
On foot/walked	82	55.8%	117	36.9%
By bicycle	0	0.0%	106	33.4%
By car	9	6.1%	94	29.7%
By train	0	0.0%	11	3.5%
By bus	55	37.4%	9	2.8%
By skateboard	1	0.7%	5	1.6%
Other	0	0.0%	1	0.3%
Total	147		317	

Table 6. How did you get to today’s event?

Encourage Non-Motorized Transportation as a Safe and Alternative Mode of Transport

According to Table 7, the Ciclovía seemed to stimulate an interest in active transportation that had perhaps been latent. Of all survey respondents, 91.7% said that they would consider walking or bicycling more after the event, with an almost identical percentage of New Brunswick respondents reporting the same (91.6%). The fact that more New Brunswick respondents walked or bicycled to the Ciclovía than to work is promising, especially when combined with their very high interest in walking or bicycling more. However, sustaining a 93.2% walking and bicycling mode share in New Brunswick on an everyday basis is unrealistic. Getting more New Brunswick residents walking and bicycling for

transportation will require a significant effort. In New Brunswick, without either improved physical infrastructure or a cultural shift or both, it is difficult to fulfill resident’s desire to walk or bicycle more in their day-to-day life.

Response	New Brunswick Respondents		All Respondents	
	Number	Percent	Number	Percent
Yes	120	91.6%	277	91.7%
No	1	0.8%	8	2.6%
Not sure	10	7.6%	17	5.6%
Total	131		302	

Table 7. Would you consider walking or bicycling more after today?

Evaluation & Recommendations

The research team assigned a scale grade of 3 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at demonstrating and showcasing a minimum of three non-motorized options and resources for transportation. The rating of 3 was based on the presence of three or more different active forms of transportation that attendees used at the Ciclovía and one sponsor booth that may have offered bicycling information. The Advisory Committee should engage in more extensive outreach efforts with walking and biking advocacy organizations in order to feature a greater mix of active transportation resources.

Perceptions of Advisory and Subcommittee Members

In the pre-event interviews, interview subjects thought the Ciclovía could be effective potentially at increasing future walking and biking. They gave ratings on a 1 to 5 scale when answering the question, “How effective do you think the Ciclovía will be at increasing future walking and biking?” The median rating was a 4, indicating that at least half of the interview subjects thought that the Ciclovía would be effective at increasing future walking and biking. In the pre-Ciclovía interviews, overall, the interviewees thought that the Ciclovía would help increase walking and biking, but only if the Ciclovía was held regularly and was part of a larger, more comprehensive effort towards active and healthy living. The entire Ciclovía seemed geared toward non-motorized transportation modes, but interviewees did not specifically mention how the committee was planning to showcase any non-motorized options or resources.

After the Ciclovía, the interviewee’s median rating of the Ciclovía’s effectiveness at increasing future walking and biking was a 3, indicating that at least half of the interview subjects thought that the Ciclovía was neither effective nor ineffective at increasing future walking and biking. Many interview subjects re-evaluated their initial ratings on the effectiveness of the Ciclovía in increasing walking and biking. Although both the median and mode ratings decreased, about half of the interviewees increased their rating and half decreased their rating, indicating that reaction was fairly mixed.

Though it is unclear whether the committee officially showcased at least three forms of non-motorized transportation, by virtue of the nature of the Ciclovía, the Ciclovía did include more than three such forms. The three Activity Centers were a good way to provide programming absent any other information.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Better define and clarify what the necessary objectives are to meet the goal of “encouraging non-motorized transportation as a safe and alternative mode of transportation”.
- **Recommendation #2:** Make a stronger connection between exercising for recreational purposes at the Ciclovía and using active transportation as part of daily life.
- **Recommendation #3:** Feature mobile “Transportation Ambassadors” from regional New Jersey Transportation Management Associations and the Bicycle and Pedestrian Resource Center (mentioned earlier under “Outreach to External Groups”). These Ambassadors would answer people’s questions about the best bicycle routes to take to work, safe sidewalks to use, how to combine riding the bus and walking, and demonstrate how to put a bicycle on a bus or train, change a flat tire, etc.
- **Recommendation #4:** Invite local bicycle and pedestrian advocacy groups to set up tables or mobile units to talk with attendees about what they can do to improve sidewalks, create safer streets, and make more bicycle lanes.
- **Recommendation #5:** Provide additional bicycling parking with bicycle racks or temporary bike corrals, set up in front of businesses and activity centers.

- **Recommendation #6:** Contact regional New Jersey Transportation Management Associations (TMAs), the Bicycle and Pedestrian Resource Center (BPRC), and other local and regional pedestrian and bicycle interest groups to develop active transportation resources and information that could be distributed during the Ciclovía. For example, bicycle groups could demonstrate how to quickly and safely stow/retrieve a bicycle on the front of a bus, fix a flat tire, and fold/unfold a folding-style bicycle.
- **Recommendation #7:** Feature mobile “Transportation Ambassadors” wearing shirts or carrying signs (in English and Spanish) such as, “Ask me about my bike commute,” “Ask me how I walk and ride the bus,” “Ask me how my family saved \$5,000 in transportation costs,” or “Ask me how I lost 10 pounds by walking to work twice a week”.

“New Brunswick is leading the way with creative solutions to traffic problems.”



Figure 35. Young girl on tricycle at Ciclovía

Goal #4: Promote Social Interaction and Engagement to Build Community

- **Objective #1:** Provide a safe, inviting, and fun environment for physical activity that is inclusive of all people of diverse ages, abilities, and cultural backgrounds

Evaluation Summary

Scale Grade: 4.5/5

The research team assigned a scale grade of 4.5 for Objective #1, indicating that the Ciclovía effectively provided a safe environment and included people of diverse ages, abilities, and cultural backgrounds. The Advisory Committee should strengthen and include additional safety measures and community engagement initiatives to maximize safety and social interaction.

Introduction

The Ciclovía Advisory Committee’s fourth goal was to promote social interaction and engagement to build community. To accomplish this goal, the committee established one objective: Provide a safe, inviting, and fun environment for physical activity that is inclusive of all people of diverse ages, abilities, and cultural backgrounds. The research team evaluated the objective utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, and research team direct observations.

Objective #1: Provide a Safe, Inviting, and Fun Environment for Physical Activity that is Inclusive of All People of Diverse Ages, Abilities, and Cultural Backgrounds

Findings

Diversity of Ciclovía Survey Respondents

The demographic data collected from survey respondents indicate a very diverse range of participants by race, gender, age, and income. Although the survey did not ask people about their disability status, the research team observed at least two modified bicycles that allowed people of limited mobility to bicycle with another person.

Of the 276 Ciclovía survey respondents who reported their race, 130 were White Non-Hispanic (47.1%), 48 were White Hispanic (17.4%), 29 were Black Non-Hispanic (10.5%), 16 were Black Hispanic (5.8%), 21 were Asian Non-Hispanic (7.6%), and the rest were of other races or mixed races. It is important to note however that the research team observed

significantly more Hispanic/Latino participants—both children and adults—than captured in the survey results. Therefore, as stated above, the survey results only reflect the demographics of the Ciclovía participants who opted to take the surveys and not the demographics of the Ciclovía on the day of the survey as a whole.

Of the 298 respondents who reported their gender, 152 were male (51.0%), 145 were female (48.7%), and one person identified in another way (0.3%). Although children under the age of 18 were not surveyed (due to IRB restrictions), the streets were filled with hundreds of children—especially in the Joyce Kilmer Ave area—and it seemed that quite a few older adults attended, as well, which was also demonstrated in the respondent data. Among all respondents, 302 reported their age, of whom 66 were ages 18-24 (21.9%), 107 were ages 25-34 (35.4%), 45 were ages 35-44 (14.9%), 38 were ages 45-54 (12.6%), 38 were ages 55-64 (12.6%), 8 were ages 65-74 (2.6%), and none were 75 or older. There were 249 people who reported their 2012 household income, 53 earned under \$15,000 (21.3%), 29 earned between \$15,000 - \$24,999 (11.6%), 36 earned between \$25,000 - \$49,999 (14.5%), 33 earned between \$50,000 - \$74,999 (13.3%), 40 earned between \$75,000 - \$99,999 (16.1%), 36 earned between \$100,000 - \$149,999 (14.5%), and 22 earned over \$150,000 (8.8%).

Volunteers and Police Officers

The research team noted that the quality of the Ciclovía volunteers and their attentiveness was uneven. Some Ciclovía volunteers were very active and dedicated and made the event seem very safe, welcoming, and truly community-oriented. However, some of the Ciclovía volunteers were not as engaged as they could have been. For instance, they were times when volunteers talked on their phones, mishandled the “Stop”/“Go” paddles, or talked to one another, ignoring the attendees and car traffic.

Similarly, while many of the police officers were very pleasant—engaging with young people and playing catch football with them—and proactive at stopping cars for pedestrians rather than just letting the lights dictate traffic flow and making pedestrians wait, a very small number of police officers were very hands-off and not engaged (talking to one another or looking at their phones). It should be noted that the police officers posted near College Ave/Huntington St, George St/Albany St, and Joyce Kilmer Ave/New Street were very friendly and talkative.

Has the Ciclovía taken you to areas of New Brunswick that you were unfamiliar with?

As shown in Table 8, over a third of survey respondents said that the Ciclovía took them to areas of New Brunswick with which they were not familiar (38.6%). This is significant considering that about half of the attendees surveyed live in New Brunswick (46.1%), and another 16.1% live immediately adjacent to New Brunswick. Exploring different neighborhoods within New Brunswick potentially exposes attendees to different kinds of people (race/ethnicity, incomes, ages, etc.), resources (parks, institutions, etc.), and businesses that they may not see or interact with in their daily lives

A good number of the Hispanic residents of the Joyce Kilmer Avenue area observed the Ciclovía from their place of residence or in the street immediately in front of their homes, keeping an eye on their children playing and bicycling a few blocks up and down the route. The research team also observed several Hispanic families on College Ave, wearing the firefighter hats given to their children by firefighters on Joyce Kilmer Ave, suggesting that a number of the Hispanic attendees seemed to take the opportunity to travel the whole route. There were also a fair number of White attendees (who likely live outside of the Joyce Kilmer Ave area, given the racial composition of the neighborhood) who bicycled down to the end of the route on Joyce Kilmer Ave.

Response	Number	Percent
No	168	54.9%
Yes	118	38.6%
Not sure	20	6.5%
Total	306	

Table 8. Has the Ciclovía taken you to areas of New Brunswick that you were unfamiliar with?

Respondents’ Travel to Activity Centers

Regardless of where they were surveyed, a remarkably similar number of attendees reported that they had traveled or planned to travel to certain activity centers. In this analysis, only survey respondents who indicated that they intended to visit or had visited an activity center were included in the calculations. Thus, for those respondents, the research team could calculate how far along the route from where they took the survey on the route they may have traveled to reach a specified activity center.

A plurality of respondents stayed within one mile of the neighborhood they were surveyed in (41.3%), however, slightly more than a quarter of them did travel at least two miles. Overall, of the respondents who indicated that they had visited or planned to visit an activity center, 32.2% traveled or intended to travel at least one mile and 26.5% traveled or intended to travel at least two miles of the route (see Table 9).

“[I love] the freedom to ride without the threat of being hit.”

Community Engagement

The Ciclovía seems to have been an effective community-building tool. As shown in Figure 36, the research team generated a word cloud using the most frequently-occurring words respondents wrote when answering “What is your favorite thing about the Ciclovía?” Several of the most-used words describe community-related concepts: “people,” “community,” “family,” and “together.” Many participants said that their favorite thing about the Ciclovía was the feeling of the community coming together and feeling proud.



Figure 36. Word Cloud of Respondents’ Favorite Things about the Ciclovía

Safety from Traffic and Crime at Ciclovía

Overwhelmingly, as shown in Table 10, survey respondents indicated that they felt very safe from both traffic and crime at the Ciclovía (80.9% and 81.5%, respectively). Direct observation during the event by the interviewees and the research team confirms that the event was very safe. There were no reported crimes related to the Ciclovía and the research team only saw one very minor accident on Joyce Kilmer Ave where two children on bikes ran into each other and neither the children nor their the bikes were damaged.

Safety and Ciclovía Logistics

There were, however, a small number of near-misses that should be rectified for the next Ciclovía to avoid crashes that could result in injuries or fatalities. The research team observed multiple drivers, who were unaware of the Ciclovía, pulling out of their driveways directly into the route during the Ciclovía. On College Ave, during the event, a few cars drove out of private parking lots and onto the route, not knowing what was going on. The Buccleuch Park stretches of route were not closed to vehicles. This was not indicated on the route map in any way nor were there signs advising attendees of the presence of cars and to exercise caution. On the Joyce Kilmer Ave section of the route, the research team reported that some of the Ciclovía mini-trucks that were delivering lunches to volunteers were being driven too quickly given the number of people on the route.

The paddles with “Stop” on one side and “Go” on the other that the Ciclovía volunteers used at intersections did not work very well. When approaching an intersection, attendees simultaneously saw a Ciclovía volunteer on their side of the intersection with one message (“Stop”) and another Ciclovía volunteer on the other side of the intersection with another message (“Go”), which created unnecessary confusion and was potentially unsafe.

Distance Traveled	Survey Location							
	HUB Teen Center		Downtown		Rutgers/College Ave		Total	
Less Than 1 Mile	43	48.3%	63	39.6%	25	36.2%	131	41.3%
At Least 1 Mile	16	18.0%	61	38.4%	25	36.2%	102	32.2%
At Least 2 Miles	30	33.7%	35	22.0%	19	27.5%	84	26.5%
Total	89	100.0%	159	100.0%	69	100.0%	317	100.0%

Table 9. Respondents’ Travel to Activity Centers

Lastly, the ending of the Ciclovía created a few potential safety problems. At the terminus of the route on Joyce Kilmer Ave, the re-opening of streets to car traffic was not announced to Ciclovía participants until after the fact. Streets began re-opening at 2:55 p.m. and at 3:01 p.m. Some of the City Public Works staff drove by in a truck and removed the cones but did not announce that they were opening the street to car traffic and closing it to pedestrians. Once the cones were removed, cars began to use streets that were still being used by children and families. Finally, at about 3:10 p.m., a police officer in a car with a megaphone drove by and made the announcement that the streets were now closed to people and to return to the sidewalks. The announcement however came approximately ten minutes late, creating an unsafe environment for Ciclovía participants who were still traversing the route and for motorists who were eager to reclaim the streets.

Response	From Crime?		From Traffic?	
	Number	Percent	Number	Percent
Very safe	246	81.5%	245	80.9%
Somewhat safe	29	9.6%	44	14.5%
Neither safe or unsafe	12	4.0%	5	1.7%
Somewhat unsafe	8	2.6%	6	2.0%
Very unsafe	7	2.3%	3	1.0%
Total	302		303	

Table 10. How safe do you feel at the Ciclovía?

Evaluation & Recommendations

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía effectively provided a safe, inviting, and fun environment for physical activity that included people of diverse ages, abilities, and cultural backgrounds. According to the survey responses, the event successfully attracted a diverse group of people (race, Hispanic origin, age, and income), including those of different abilities. Overall, the event was very safe both in terms of crime and traffic and provided a good opportunity for community-building. The rating of 4 was based on these effective elements, though additional measures should be enacted to address certain safety issues and increase community engagement.

Perceptions of Advisory and Subcommittee Members

During the pre-Ciclovía interviews, interviewees expected that the event would be fairly effective at building community. Their median rating was a 4 on a 1 to 5 scale in response to the question, “How effective do you think the Ciclovía will be at bringing together residents from different neighborhoods?” This indicated that at least half of the interview subjects thought that the Ciclovía would be effective at bringing together residents from different neighborhoods.

During the post-event interviews, the interview subjects gave the Ciclovía’s effectiveness at bringing together different residents a median rating of 4, demonstrating little change from the pre-Ciclovía interview. Some interviewees, however, thought that there was very little interaction since they did not personally observe people traveling the whole route, while others watched many people travel from College Ave to Joyce Kilmer Ave and vice-versa. Virtually all of the interviewees mentioned the spirit of community that they felt at the Ciclovía, especially in the predominantly Spanish-speaking neighborhood on Joyce Kilmer Avenue and downtown. Many interview subjects also mentioned that the Ciclovía seemed to attract a diverse group of people.

Respondents’ Travel to Activity Centers

The survey results reveal that a sizable number of attendees (19%) did travel or intended to travel at least two miles of the route from College Ave to Joyce Kilmer Ave and vice-versa. The true figure may be higher, but again, the only numbers available to the research team were based on respondents who indicated that they had traveled to or planned to travel to an activity center. This represents a best guess of the distance that at least some people traveled on the day of the event.

Diversity of Ciclovía Attendees & Community Engagement

As mentioned in the Goal #1 section, the demographics of the surveyed attendees were fairly representative of the entire New Brunswick resident population. The Ciclovía certainly included many different groups of people, achieving its diversity goals. Moreover, the survey respondents reported strong positive feelings towards the New Brunswick community and a sense of ‘togetherness.’ These reactions are positive signs that the event was able to generate some social integration among different groups.

Safety from Traffic and Crime at Ciclovía

According to the survey results, the Ciclovía also met the committee’s goal of a safe environment for attendees. Over

80% of respondents said that they felt very safe at the Ciclovía, both from traffic and from crime. It is not clear whether the Ciclovía met the committee’s goal of creating an “inviting” or “fun” environment, since those metrics were not explicitly measured.

Safety and Ciclovía Logistics

The Ciclovía as a whole was extremely safe and there were no major crashes or reported crimes. The New Brunswick and Rutgers Police Departments and the Ciclovía volunteers did an excellent job keeping everyone safe. However, there were certainly moments of possible danger to event-goers that should be resolved before the next Ciclovía.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Increase the number of people traveling the full route (and thus enjoying more exercise and exposure to more people and New Brunswick businesses), by developing mini-activity stations, booths, or other forms of visual interest located frequently along the route so they catch the eye and people keep walking a little further to see what is going on.
- **Recommendation #2:** Publicize the route better by featuring it on almost every piece of promotion to help people understand how long it is and where it goes so they can better follow it and get interested in what they might see along the way.
- **Recommendation #3:** Involve numerous groups that might be able to run an activity station, including Rutgers student organizations (especially fraternities and sororities), community organizations, houses of worship, advocacy organizations, health institutions, the New Brunswick Bike Exchange, and local businesses (especially Kim’s Bike Shop).

- **Recommendation #4:** Expand the collaboration with the Center for Latino Arts and Culture and start working with other cultural or theatre groups to create interesting activities and destinations on the route.
- **Recommendation #5:** Invite religious leaders and leaders from the Spanish-speaking community to join the Advisory Committee or the Subcommittees to ensure that the houses of worship and the Hispanic/Latino community are stakeholders in the entire planning process to ensure that the logistics create a welcoming atmosphere and the activities are attractive to these groups.
- **Recommendation #6:** Create marketing materials in Spanish designed to appeal to Spanish speakers which hopefully will make the event more inviting. Signage at the event should also be accurately translated into Spanish so that Spanish speakers feel welcomed and understood at the event (see Goal #1 section for more on marketing to underserved groups).
- **Recommendation #7:** Encourage activity in myriad forms. Ciclovía is not only about being active constantly for the entire distance of the route and duration of the event. More interesting activity options and a broader interpretation of “activity” should be investigated and adopted in order to attract and retain attendees.
- **Recommendation #8:** Create more interactive or cooperative activities to get participants talking who would not normally interact and build trust and understanding to increase the event’s community-building potential.
- **Recommendation #9:** Partner with local animal shelters to bring adoptable dogs and cats to the Ciclovía, giving attendees an opportunity to walk a dog and to talk with each other about the antics of the animals.



Figure 37. Ciclovía provided people with a great opportunity to walk their dogs

- **Recommendation #10:** Provide training sessions for the New Brunswick and Rutgers Police Departments and the Ciclovía volunteers prior to the event so that officers and volunteers at the event are better able to answer questions and more fully understand and appreciate the goals of the Ciclovía.
- **Recommendation #11:** Pair high school Ciclovía volunteers with an older, more responsible adult to help solve some of the volunteer problems. The adult can serve as a positive role model and ensure that the intersection will be safe and looked after.
- **Recommendation #12:** Establish a clear policy that forbids all vehicles on the route, unless necessitated by emergency.
- **Recommendation #13:** Continue to work with the New Brunswick Parking Authority, as well as talking with private parking lot operators along the route about how the event impacts them and the appropriate closure steps to ensure attendees' safety (either close their lots altogether or close specific exits to ensure that drivers cannot exit onto the route).
- **Recommendation #14:** Continue to inform residents on the route of the event in advance, in both English and Spanish, so that they can move their cars to an accessible location during the Ciclovía.
- **Recommendation #15:** Have several Spanish-speaking Ciclovía volunteers go door-to-door on the morning of the Ciclovía along the route, doing some last-minute promotion and letting people know about the parking prohibition and vehicle restrictions on the route to catch any stragglers who have not yet complied.
- **Recommendation #16:** Replace the combined "Stop"/"Go" paddles at intersections with separate "Stop" and "Go" paddles, or to reduce costs and user error, convert the existing paddles to "Stop" only paddles.
- **Recommendation #17:** Re-examine the streets re-opening plan. It is critical that the police announce the closing of the streets to pedestrians prior to the removal of cones and opening the streets to vehicular traffic. Ideally, there should be a grace period of ten to fifteen minutes after the event to allow Ciclovía participants some time to gather their families, bicycles, and equipment off the streets and onto sidewalks.

Goal #5: Galvanize the City's Diverse Organizations, Institutions, and Businesses to Strengthen Collective Effort around a Shared Vision and Long-Term Sustainability

- **Objective #1:** Create an effective organizational and administrative framework to generate revenue, i.e., funding options, sponsorships.
- **Objective #2:** Achieve involvement and gain ongoing commitments from a cross-section of institutions and businesses in the open streets concept.

Evaluation Summary

Cumulative Scale Grade: 3.5/5

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía's organizational structure and administrative framework effectively generated revenue to support first-ever Ciclovía in the City of New Brunswick. The Ciclovía attracted a significant amount of cash and in-kind donations, proving that there is sufficient support and appreciation for the Ciclovía. Considering this, a longer timeline, clearer strategy, and stronger communication should yield even greater support from organizations, businesses, volunteers, etc.

The research team assigned a scale grade of 3 for Objective #2, indicating that the Ciclovía was neither effective nor ineffective at involving businesses and institutions in the Open Streets Concept and Ciclovía. The Advisory Committee and Subcommittees made an effort to engage businesses and organizations in order to market the event, coordinate logistics, and solicit sponsorships. However, these efforts resulted in little marketing from businesses about the Ciclovía or interaction with Ciclovía attendees and transit riders still were inconvenienced.

Introduction

The Ciclovía Advisory Committee's fifth goal was to galvanize the City's diverse organizations, institutions and businesses to strengthen collective effort around a shared vision and long term sustainability. To accomplish this goal, the Advisory Committee established two objectives: 1) Create an effective organizational and administrative framework to generate revenue and 2) Achieve involvement and gain ongoing commitments from cross section of institutions and businesses in the open street concept. The research team evaluated both objectives utilizing data and input gather from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, and research team direct observations.

Objective #1: Create an Effective Organizational and Administrative Framework to Generate Revenue, i.e., Funding Options, Sponsorships

Findings

Organizational & Administrative Framework

New Brunswick Tomorrow, as host organization, offered the organizational structure and administrative framework necessary to attract cash, in-kind donations, and sponsorships to produce the City of New Brunswick’s first-ever Ciclovía. Additionally, NBT hired a part-time development consultant (a member of the Advisory Committee) to focus specifically on generating sponsorships and in-kind donations, and provided, within that structure, a forum and opportunity for members of the Advisory Committee and Subcommittees to contribute towards overall fundraising efforts.

The New Brunswick Ciclovía attracted, as pointed out above, a significant amount of cash sponsorship and in-kind donations from a number of key sponsors in and outside the city of New Brunswick. The Ciclovía also attracted additional in-kind donations via time, materials, services, and equipment other partners inside and outside the City.

Response	Number	Percent
Very satisfied	227	75.2%
Somewhat satisfied	56	18.5%
Neither satisfied or unsatisfied	6	2.0%
Somewhat unsatisfied	8	2.6%
Very unsatisfied	5	1.7%
Total	302	

Table 11. How satisfied are you with the event overall?

Long Term Sustainability

Survey respondents were almost universally supportive of the Ciclovía, which indicates an interest in attending and supporting future Ciclovías. As shown in Table 11, over 90% percent (93.7%) of those surveyed were satisfied with the event. Of those, 75.2% of were “very satisfied” and 18.5% were “somewhat satisfied” with the event. Only a small percentage of the survey respondents reported being somewhat unsatisfied or very unsatisfied with the Ciclovía, 2.6% and 1.7% respectively.

Not only did survey respondents enjoy the Ciclovía, they thought it was worthwhile enough to fund the Ciclovía with city government dollars. When New Brunswick residents were asked whether they would support continued city funding for future Ciclovía events, 93.9% answered “Yes,” as shown in Table 12. Only a small percentage answered “Not sure” (5.3%) and less than one percent (0.8%) answered “No.” Strong resident support for city funding should make it much easier for the city to make the case for financing (at least partially) Ciclovía events in New Brunswick.

Response	Number	Percent
Yes	123	93.9%
Not sure	7	5.3%
No	1	0.8%
Total	131	

Table 12. Would you support continued city funding for future Ciclovía events? (New Brunswick residents only)



Figure 38. Survey volunteers on College Avenue

Evaluation & Recommendations

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía's organizational structure and administrative framework effectively generated revenue. The rating of 4 was based on the NBT's ability to attract \$30,240 in monetary and in-kind donations, demonstrating its fundraising capability, although more money can and should be raised for future Ciclovías with a longer timeline, clearer strategy, existing track record, and stronger communication.

The Advisory Committee and Subcommittees framework effectively generated revenue and could continue to do so. This structure should become more effective over time if the Advisory Committee develops and implements a more diverse fundraising strategy and designates a clear point person for sponsorships from the very beginning.

The Ciclovía attracted a substantial amount of revenue (combined monetary and in-kind donations) for a first-time initiative. However, there simply was not enough time to develop a thorough, organized, and well-executed development strategy. The relatively large amount of money and in-kind donations that the Ciclovía generated suggests that there are significant resources available in the City of New Brunswick that can be successfully tapped in the future with the right timing and approach.

The survey respondents' extremely high levels of satisfaction and support for city funding are strong signs that people will continue to attend Ciclovías and find them worthy of support through tax-payer funding. Enthusiastic public support is crucial to the long-term viability of the New Brunswick Ciclovía. It legitimizes what the Ciclovía accomplishes, effectively saying that 'this belongs here, we like it, and we like it so much we're willing to help pay for it.' The Advisory Committee can now make a very effective case to city officials for more funding, backed by the strong interest of New Brunswick residents.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Create at least a partially self-sufficient Ciclovía through sponsorships and partnerships. A mixture of public and private support would be ideal.
- **Recommendation #2:** Formulate a diverse development strategy in order to conduct a comprehensive fundraising campaign. Committee members should brainstorm to create a list of institutions and businesses that are potential development prospects, the most appropriate method and person to reach them, and the most appropriate "ask".
- **Recommendation #3:** Discuss, establish, and name levels of sponsorship.
- **Recommendation #4:** Consider setting up donation boxes along the route so that any attendees who are moved to make a gift may easily do so, without actively soliciting participants for money which would be inappropriate given the free nature of the event.
- **Recommendation #5:** For sponsorships and/or other program support, approach regional and local sports franchises, sports equipment and apparel companies, the NFL Play 60 program, as well as intramural football, soccer, and baseball leagues in New Brunswick.
- **Recommendation #6:** Ask the City of New Brunswick to pay for at least the New Brunswick Police Department presence at future Ciclovías (about \$11,000 for the initial event), which is reasonable given how supportive New Brunswick city residents were of funding Ciclovía through the city government (93.9%).



Figure 39. A mother and child on College Avenue

Objective #2: Achieve Involvement and Gain Ongoing Commitments from a Cross-Section of Institutions and Businesses in the Open Streets Concept

Findings

On the day of the event, a handful of businesses had a presence in front of their locations, including Maoz and Wells Fargo; however, the research team only observed one save-the-date postcard and no other reference to the Ciclovía posted on a store window, internal information board, or information boards located on either side of the sidewalks on George St. Therefore, from outward appearances, it did not seem that New Brunswick businesses were sufficiently involved with or aware of the Ciclovía.

Evaluation & Recommendations

The research team assigned a scale grade of 3 for Objective #2, indicating that the Ciclovía was neither effective nor ineffective at involving businesses and institutions in the Open Streets Concept. Although it is reported that the Advisory Committee and Subcommittees reached out to businesses and organizations for sponsorships, logistics, and marketing purposes, the rating of 3 was based on the limited and not-so-visible results of these efforts: little merchant promotion of the Ciclovía or engagement with Ciclovía attendees.

During the event, and in the weeks leading up to the event, it did not appear that businesses were fully aware of the Ciclovía, so there is certainly room for improvement in that area. Though some outreach was done to the businesses along George St, it did not result in widespread advertising or marketing in store front windows, nor in many businesses outside their establishment, engaging with Ciclovía attendees on the day of the event.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Develop a more robust and sophisticated approach to businesses in order to extensively involve and engage local businesses. It may be beneficial to fully integrate the fundraising effort with the outreach to businesses, so that businesses have a full array of choices in terms of their involvement.
- **Recommendation #2:** Have one of the Marketing Subcommittee co-chairs and/or trusted senior business leaders walk the route a few months prior to the event to meet with business owners, face-to-face, and explain what Ciclovía is, how it can help their business, how to work with the form of the event to maximize their exposure and sales, and distribute posters and flyers.
- **Recommendation #3:** To more effectively measure the impact of the Ciclovía on businesses, conduct a survey of merchants on the route before and after the event.
- **Recommendation #4:** Continue to coordinate with New Jersey Transit, Rutgers Department of Transportation, and Middlesex County Area Transit about bus re-routing and give them advance notice to ensure that bicyclists are appropriately accommodated.
- **Recommendation #5:** Place large signs at bus stops (either for Rutgers, New Jersey Transit, or Middlesex County Area Transit) on the route several days in advance of the event with a map showing the temporary route and the date of the event and remove them immediately after the event.



Figure 40. Cyclists on Joyce Kilmer

Goal #6: Strengthen Appreciation of New Brunswick as a Great Place to Live and Work

- **Objective #1:** Contribute to improving the physical, environmental, and economic health of all residents

Evaluation Summary

Cumulative Scale Grade: 4/5

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía effectively improved the physical and environmental health of all residents over the short term but seemed to have a small impact on the economic health of residents or local businesses. The Ciclovía very successfully reduced the noise, stress, and pollution associated with automobiles temporarily; however, more work is needed to produce long-term benefits for residents, address the personal safety fears that make residents averse to New Brunswick streets and parks, and build relationships with businesses to increase economic activity in the city.

Introduction

The Ciclovía Advisory Committee’s sixth goal was to strengthen appreciation of New Brunswick as a great place to live and work. To accomplish this goal, the Advisory Committee established one objective: Contribute to improving the physical, environmental, and economic health of all residents. The research team evaluated the objective utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, and research team direct observations.

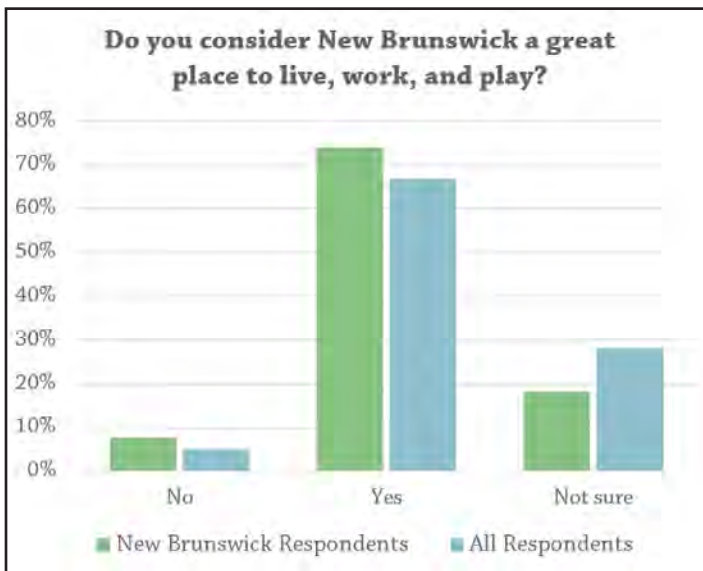


Figure 41. Do you consider New Brunswick a great place to live, work and play?

Objective #1: Contribute to improving the physical, environmental, and economic health of all residents

Findings

Physical Environment

The research team observed a remarkable difference between streets during and immediately after the Ciclovía. Communities along the route went from being car-free to car-dominated within minutes, relegating pedestrians, bicyclists, skaters, etc., to sidewalks, noise and congestion.

Many interview subjects remarked that in order to have a more significant impact on public health and the neighborhood environment, the Ciclovía would need to be held more frequently, and the city would need to invest in creating quality bicycle lanes and better sidewalks, encouraging a cultural shift away from the car. Interviewees generally agreed that it seemed that the Ciclovía had a negligible impact on local businesses, or did not observe any impact.

New Brunswick Quality of Life

Slightly over two-thirds of respondents (66.9%) consider New Brunswick a great place to live, work, and play (see Figure 41). Of the remaining third, a large percent are not sure whether New Brunswick is a great place (28.0%) but they could potentially be swayed by positive experiences in New Brunswick, including the Ciclovía, leading to increased economic activity. A small percentage disagree altogether that New Brunswick is a great place (5.1%). As shown in Figure 41, almost 75% of the respondents who live in New Brunswick consider New Brunswick a great place to live, work, and play (74.1%). This is encouraging news for civic leaders, though residents also had a slightly higher percentage of people who disagree that New Brunswick is a great place (7.6%).

“I saw parts of New Brunswick that I had never seen.”

Local Economic Impact

According to Table 13, 45.6% of the survey respondents spent between \$0 and \$9 at the Ciclovía; 48.9% spent between \$10 and \$59; and 3.2% spent \$100 or more.

Amount	New Brunswick Respondents		All Respondents	
	Count	Percentage	Count	Percentage
\$0 - \$9	56	42.1%	141	45.6%
\$10 - \$19	28	21.1%	70	22.7%
\$20 - \$29	16	12.0%	36	11.7%
\$30 - \$39	6	4.5%	14	4.5%
\$40 - \$49	9	6.8%	21	6.8%
\$50 - \$59	7	5.3%	10	3.2%
\$60 - \$69	2	1.5%	2	0.6%
\$70 - \$79	-	0.0%	2	0.6%
\$80 - \$89	2	1.5%	2	0.6%
\$90 - \$99	1	0.8%	1	0.3%
\$100 or more	6	4.5%	10	3.2%
Total	133		309	

Table 13. How much do you or your family plan on spending during the Ciclovía?

When asked whether they had discovered a store or restaurant in New Brunswick during the Ciclovía, nearly 42% of all respondents and 31.4% of New Brunswick residents answered “Yes” (see Table 14). This finding is highly encouraging since it could lead to more visitors and locals patronizing businesses or restaurants that they did not exist. This may also suggest that the Ciclovía encouraged or provided a reason for New Brunswick residents to travel outside the neighborhoods and become more familiar with the community as a whole.

Response	New Brunswick Respondents		All Respondents	
	Count	Percentage	Count	Percentage
No	83	68.6%	153	58.0%
Yes	38	31.4%	111	42.0%
Total	121		264	

Table 14. Did you discover a store or restaurant in New Brunswick today?

Personal Safety and Use of Streets and Parks

When survey-takers were asked if a fear of crime or traffic affects their use of parks or streets in their neighborhood 43.5% of respondents (from all geographic locations) responded “Yes.” In New Brunswick, on the other hand, almost half (48.0%) of residents report that their usage is negatively affected by fear of crime or traffic.

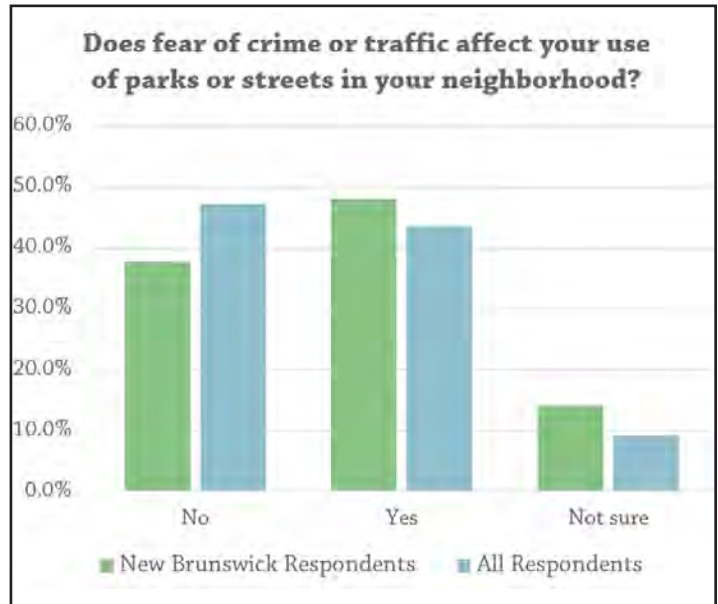


Figure 42. Does fear of crime or traffic affect your use of parks and streets in your neighborhood?

Evaluation & Recommendations

The research team assigned a scale grade of 4 for Objective #1, indicating that the Ciclovía effectively improved the physical, environmental, and economic health of all residents, at least temporarily. The Ciclovía effectively reduced the noise, stress, and pollution associated with automobiles. About half (49.7%) of the respondents spent \$10 to \$59 at the Ciclovía and about 40% discovered a store or restaurant, providing some evidence that the Ciclovía had a modest impact on the economy.

Almost 75% of New Brunswick residents think that New Brunswick is a great place to live, work, and play. This high figure combined with the high levels of satisfaction with the Ciclovía and strong positive feelings of community reported by attendees (evaluated in Goals #5 and #4, respectively) suggest that the Ciclovía did strengthen the perception of New Brunswick as a great place to live and work. There are a few areas of improvement, including the expansion of the Ciclovía and its influence to ensure long-term (rather than temporary) physical, environmental, and economic benefits, especially for residents.

Perceptions of Advisory and Subcommittee Members

Before the event, the interviewees gave a median rating of 3 on a 1 to 5 scale in response to the question, “How effective do you think the Ciclovía will be at generating sales at local businesses?” A rating of 3 indicates that at least half of the interview subjects thought that the Ciclovía would be neither effective nor ineffective at generating sales. Several interviewees seemed surprised by the suggestion that supporting local businesses could be a worthy and valuable goal of a Ciclovía.

During the post-event interviews, the interview subjects again gave the Ciclovía’s effectiveness at generating sales at local businesses a median rating of 3. However, many interviewees declined to give a rating because they felt they had no direct knowledge or did not pay attention to any business activity during the event.

New Brunswick Quality of Life

The event succeeded at improving the short-term physical and environmental health of all residents but seemed to have little impact on the economic health of local businesses. It was very clear that the Ciclovía environment created a (temporary) high quality of life for New Brunswick residents in terms of environmental impacts. Streets free of cars were less stressful, less noisy, and less polluted.

Local Economic Impact

Based on direct observation on the day of the event by interviewees and the research team, there did not appear to be a strong impact (either positively or negatively) on local businesses, although the event has the potential to increase sales at businesses along the route. Less than half of the survey respondents reported that they and their family spent between \$0 and \$9 dollars, and about half spent between \$10 and \$59. A large number of Ciclovía respondents (as well

as those respondents living in New Brunswick) discovered a store or restaurant and almost three-quarters (74.1%) of New Brunswick respondents said that they consider New Brunswick to be a great place to live, work, and play.

Personal Safety and Use of Streets and Parks

Also, as mentioned previously, respondents overwhelmingly said that they felt safe or very safe from traffic or crime at the Ciclovía. The survey results indicate that fear of crime or traffic adversely impacts 48.0% of New Brunswick respondents’ use of their neighborhoods parks or streets. Not being able to enjoy full access to parks and streets (either for recreation or transportation), may limit resident’s opportunities for exercising and socializing. In order to improve New Brunswick’s quality of life, crime rates must be reduced and traffic safety improved. These numbers indicate that physical activity rates and sense of community could be improved by addressing these problems.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Focus on potential Ciclovía elements which can directly impact quality of life, such as access to parks, Complete Streets policies, crime reduction, and building neighborhood cohesion.
- **Recommendation #2:** Hold frequent Ciclovías to significantly improve residents’ access to public spaces in which they can exercise, play, and get to where they need to go without fearing for their safety. Frequent Ciclovías also could improve residents’ environment health where pollution, noise, and stress are reduced.
- **Recommendation #3:** Involve and connect businesses to the event to generate potentially large, positive economic impacts in New Brunswick.



Figure 43. Bicycle riders crossing an intersection on Joyce Kilmer Avenue during Ciclovía

Goal #7: Design a Route that Supports Objectives and Delivers on Principles of Ciclovía

- **Objective #1:** Leverage community, environmental, business, structural and other resources along the designated route.

Evaluation Summary

Cumulative Scale Grade: 3.5/5

The research team assigned a scale grade of 3.5 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at leveraging community, environmental, business, structural and other resources along the designated route. While the route was well-chosen and proximate to many community resources, civic institutions, parks, and businesses, there were not enough strategies in place at the time and day (Sunday) of the Ciclovía to capitalize on opportunities for enhanced social interaction and engagement, business development, and exposure to all that the city has to offer. Therefore, the rating of 3.5 was based on the limited number of attendees that used the parks, the small number of businesses and organizations that engaged attendees, and the many institutions and businesses that decided not to participate in the Ciclovía.

Introduction

The Ciclovía Advisory Committee’s seventh goal was to design a route that supports objectives and delivers on principles of Ciclovía. To accomplish this goal, the committee established one objective: Leverage community, environmental, business, structural and other resources along the designated route. The research team evaluated the objective utilizing data and input gathered from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, attendance counts, and research team direct observations.

Objective #1: Leverage community, environmental, business, structural and other resources along the designated route

Findings

Route Length

The New Brunswick Ciclovía is 3.4 miles one-way and 6.8 miles bi-directionally in a city that is 5.2 square miles large and a population of approximately 56,160 residents. Many bicyclists the research team observed traveled the complete route at least once if not twice. In fact, a bicyclist traveling at average speed could travel the route end to end in about 20 minutes, and take approximately 40 minutes for the entire route. On the other hand, it would take a person walking at average speed about an hour to walk the route from end to end, and approximately two hours to walk the complete route.

Table 15 shows how New Brunswick and its Ciclovía compare to Ciclovías and Open Streets in New York (NY), St. Louis (MO), Los Angeles (CA), Tucson (AZ), and San Antonio (TX). First, the New Brunswick Ciclovía is the second shortest in length at 3.4 miles one-way; the length of Ciclovías in miles in the aforementioned cities are 7, 7, 6, 4.2, and 2.5 miles (one-way) respectively. Second, the New Brunswick Ciclovía is the second smallest in terms of attendance. Third, when you compare the cities, the city of New Brunswick (where the New Brunswick Ciclovía is held) is the smallest of the six cities in both population and land area.

The same table shows several positives about the New Brunswick Ciclovía compared to other cities. First, even though the New Brunswick Ciclovía is the second shortest in length at 3.4 miles one-way, when you compare its length and city size in square miles to the other major cities, the city gave up a greater portion of its road-space to the Ciclovía than the others. Second, the next smallest city in terms of population

City	Ciclovía Length (miles - one way)	Population	City Size (Sq.Mi., Land)	Attendance	Percent of Population
New York	7	8,405,837	304.8	100,000	1.19%
St. Louis	7	318,416	61.9	2,000	0.63%
Los Angeles	6	3,904,657	469	100,000	2.56%
Tucson	4.2	520,116	226.7	10,000	1.92%
New Brunswick	3.4	56,160	5.2	4,124	7.34%
San Antonio	2.5	1,382,951	461	60,000	4.34%

Table 15. Comparison of Ciclovía Route Lengths in Major US Cities

(St. Louis) is almost six times as large as New Brunswick; yet the New Brunswick Ciclovía attracted nearly ten times as many people as a portion of its total population.

While anecdotally, it seemed that the New Brunswick Ciclovía’s route was perhaps too short for bicycling and too long for walking. The length of the New Brunswick Ciclovía should be driven by the Committee’s goals and objectives. If the Committee would like more cyclists to attend the Ciclovía, then the Committee should extend the route. If the Committee would like more walkers to attend the Ciclovía, the committee should consider shortening the route. If the Committee is content with the current mode share (72% walkers versus 28%), then the Committee should keep the current route configuration. Lastly, if attendance is the goal, the results from Table 15 prove that shorter Ciclovías tend to attract a greater percentage of population.

Popular Areas of the Route

The estimated attendee count from the video cameras suggests that attendance was somewhat similar in the College Avenue and Joyce Kilmer Avenue areas, with about 2,000 attendees each (see Figure 44). The straighter sections of the route seemed more populated, whereas when the route made turns and people could not see where it went, they seemed less inclined to follow it to find out. College Avenue, Bayard Street, and New Street were very sparsely populated, often without any activities or interesting things to see or do. The section of George Street in the downtown area attracted many attendees; however, there were only two businesses with a presence on the sidewalk, interacting with the participants. There were few people at the ends (or beginnings) of the Ciclovía, in Buccleuch Park and the Youth Sports Complex and they were undefined by signage or other marking indicators which might suggest an event was taking place. There was also a lack of maps to help explain the extent of the route to participants.

Activity Station	Number	Percent
Downtown	188	59.5%
Rutgers/College Ave	169	53.5%
Youth Sports Complex/HUB Teen Center	99	31.3%
Not sure	55	17.4%
None	32	10.1%
Total	316	

Table 16. What activity stations have you visited or do you plan to visit?

The research team directly observed that people gathered at the activity centers at the HUB Teen Center and on George Street, but the College Avenue activity center was not very popular or well-attended. The music at the activity centers helped attract people and provided interest. Several attendees mentioned how much they enjoyed the music and dancing at the Latino Arts Festival on College Avenue. Far more people stopped to watch and listen to the Latino Arts Festival than the nearby College Avenue activity center, despite the best efforts of the Rutgers Recreation staff. This may be due to the overly wide street which made the event seem sparse and uninviting while the nearby Latino Arts Festival was only a few hundred feet away and was much more interesting to people.

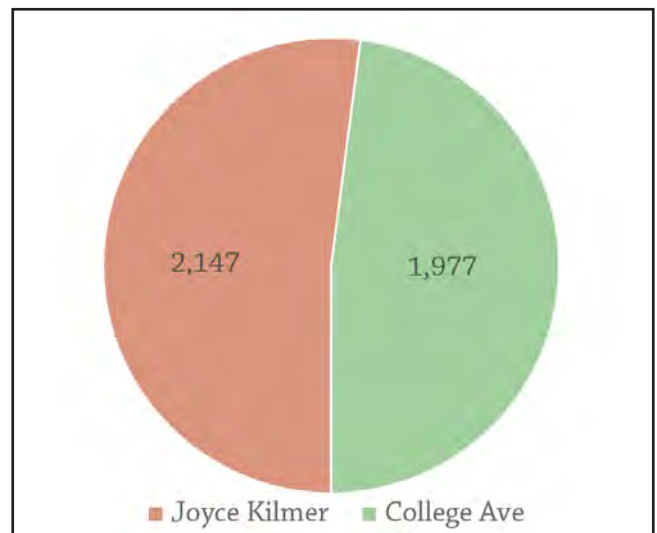


Figure 44. Attendance by video camera location

The research team analyzed survey results to determine which activity stations were the most popular on the day of the Ciclovía. As shown in Table 15, the Downtown activity station at George Street and Albany Street had the highest number of survey respondents (59.5%), followed by the Rutgers/College activity station (53.5%), and the Youth Sports Complex/HUB Teen Center (31.3%). While the survey results accurately reflect the most popular activity stations for the survey respondents, the results do not accurately reflect the most popular activity stations for all Ciclovía attendees on the day of the event. For example, researchers observed far more participants (especially youth who were not eligible to take the surveys) at the Youth Sports Complex/HUB Teen Center on Joyce Kilmer Avenue than participants at the Downtown or Rutgers/College activity stations.

Evaluation & Recommendations

The research team assigned a scale grade of 3.5 for Objective #1, indicating that the Ciclovía was neither effective nor ineffective at leveraging community resources on the route. The Advisory Committee selected an excellent route that went by many community resources, civic institutions, parks, and businesses. They also reached out to businesses on George Street. It was a good strategic decision to focus on a busy commercial corridor given the limited amount of time. However, there are many areas of improvement. The rating of 3 was based on the small number of attendees that used the parks, the few businesses and organizations that engaged attendees, and the many institutions and businesses that were closed. The researchers used evidence from pre- and post- interviews with advisory and subcommittee members, event attendee surveys, attendance counts, and research team direct observations suggesting that the numerous resources located on the route were not fully leveraged.

Unfortunately, many of the institutions and businesses that the route passed by were not open on a Sunday or were not actively engaging Ciclovía participants. The parks at either end/entrance of the route were not heavily used either, likely because of a lack of programmed activities and signage in the parks. There was no interaction between Ciclovía attendees and civic institutions on Bayard Street, and only a small amount of interaction between attendees and Rutgers University on College Avenue. Ironically, the Joyce Kilmer Ave section of the route, with the fewest resources and institutions, was one of the most-heavily attended sections of the route. Having the route simply pass by these resources was not enough to effectively leverage them.

Based on this evaluation, the research team suggests the following improvements:

- **Recommendation #1:** Consider redesigning the route, or parts of the route. In order to better accommodate bicyclists and other neighborhoods, it would be nice if the route was a loop/circular or had different branches, so it would be longer and less repetitive for cyclists. A circular route would solve the doubling-back problem at the ends of the route and remove the concepts of 'start' and 'finish' which are much more race or marathon oriented.
- **Recommendation #2:** Rethink which community resources the route should connect, how participants will use the space, and how to encourage more interaction and integration between the attendees and the resources along the route.
- **Recommendation #3:** Work very closely with the businesses, agencies, and organizations on the route in order to fully leverage these community resources.
- **Recommendation #4:** Consider a route along Joyce Kilmer Ave and on a parallel street such as Livingston Avenue or George Street to reach additional residential neighborhoods and businesses rather than through the Rutgers campus, or over the bridge into Highland Park, or through Boyd Park for water-based activities and fewer intersections, or extend the route further down Joyce Kilmer Avenue to the New Brunswick Middle School for a longer route that is good for bicyclists.
- **Recommendation #5:** Consider a route that clusters around downtown to condense activity and work closely with downtown stores, buildings, and restaurants to open up, engage, and welcome all community members.
- **Recommendation #6:** Consider eliminating College Ave and the College Ave Activity Center from the route altogether or retaining it with increased activities, extensive marketing to Rutgers students, and incentive strategies to attract attendees.
- **Recommendation #7:** Consider eliminating Buccleuch Park from the route altogether or retaining it and closing the park road to vehicles with improved signage and connection to the College Ave portion of the route, and providing activities/programming.
- **Recommendation #8:** Consider eliminating the small connector streets that were empty and uninteresting (Bayard St and Hamilton St) from the route altogether or if they must be retained, bridge them with strong, interesting visual cues such as activities or signs or possibly with some kind of incentive system that draws people further along the route.
- **Recommendation #9:** Utilize more suitable parks along the route as rest areas where people can see and be seen, have a rest, and then rejoin the movement of people. This is especially important for pedestrians, because walking for so long along the route is tiring and there were not many opportunities to sit along the route. It is important to acknowledge that people cannot just exercise and move the entire time.
- **Recommendation #10:** Consider closing down a heavily-travelled road or highway so that the event has a greater impact and makes a strong civic statement about supporting walking, biking, and community in New Brunswick.

- **Recommendation #11:** Use the blocks just off the main route on George Street which were closed to car traffic but completely unused. These areas could be used as activity zones for different activities and programming such as a skateboarding park or a Kid’s Zone with chalk drawing, jump ropes, soccer, catch, etc. Those blocks could also have tables set up for additional bike repair services or helmet giveaways.
- **Recommendation #12:** Have more banners and signs promoting the event and extra-large route maps on the sandwich-board signs to direct people where to go. Draw impromptu chalk signs on the asphalt more extensively throughout the route.

- **Recommendation #13:** Approach the building managers of high-rise apartment buildings in downtown New Brunswick, including The Vue, The Residences at The Heldrich, One Spring Street, Skyline Tower, and The George to put up Ciclovía posters and communicate with their residents about the event and what traffic and parking changes to expect.
- **Recommendation #14:** Determine how to best manage the occasional congestion that occurred in the downtown area, perhaps by moving some of the activities and booths to the adjacent blocks to free up space for through movement. It is important, however, to understand that a little “congestion” can be an excellent tool for attracting other people and making the event seem vibrant and interesting. There should be a balance between ease of movement and interesting things to see and people to talk to.



Figure 48. Ciclovía survey volunteers



Figure 45. Skateboarding at Ciclovía



Figure 46. No person is too small to enjoy the event



Figure 47. Dogs enjoyed being walked at Ciclovía



Bicycling and skateboarding on George Street

Conclusion

The Alan M. Voorhees Transportation Center (VTC) undertook an effort to document and evaluate the overall success and effectiveness of the New Brunswick Ciclovía. A primary purpose of this evaluation is to assess the New Brunswick Ciclovía to understand changes in perception before and after the Ciclovía and implement lessons learned to make future Ciclovías more effective. Additionally, evaluation procedures will help to understand if the Ciclovía functions as an effective tool for changing attitudes and perceptions surrounding New Brunswick and its neighborhoods. As such, the evaluation will determine how well the Ciclovía accomplished its goals of making active transportation a greater part of the daily lives of citizens, encouraging healthier lives through exercise, increasing civic/neighborhood pride and the prestige of New Brunswick as a place to live, work and visit, and activating citizens as more engaged advocates for their communities. To accomplish this, VTC conducted direct observations, pre- and post-Ciclovía interviews with active Ciclovía advisory and subcommittee members, post-Ciclovía interviews with NBT Outreach Coordinators, intercept surveys and counts of Ciclovía participants on the day of the Ciclovía.

The evaluation revealed that the New Brunswick Ciclovía was an all-around success, despite the challenges posed by staff departure, short timelines, a difficult concept, and differing committee member priorities.



Figure 49. Children dancing on a stage at Ciclovía

The Ciclovía provided a forum for effective collaboration among stakeholders to thrive. As a result, Advisory Committee members felt that stakeholder collaboration was effective not only before the Ciclovía but after as well. Committee members were able to deepen relationships with existing partners, establish new relationship, and educate the community at large on the positive benefits of hosting and being part of New Brunswick’s first-ever Ciclovía.

The New Brunswick Ciclovía very effectively increased the health and wellness of attendees on the day of the event. Nearly 83% of survey respondents were very satisfied or somewhat satisfied with their overall health. Another two-thirds reported meeting or exceeding the CDC recommendation of 150 minutes of moderate exercise per week, and participating in activity longer at Ciclovía than when they normally exercise. Additionally, 35.8% reported exercising three to four times a week (a minority reported exercising seven times a week or more), spending 30-59 minutes doing physical activity—far exceeding the rates reported for Middlesex County.

The organic nature of the Ciclovía (pro-walking and bicycling), successfully encouraged non-motorized transportation as a safe and alternative mode of transportation. Nearly 92% of all survey respondents stated that would consider walking or bicycling more after they experienced the New Brunswick Ciclovía. This percentage was almost identical to New Brunswick residents (91%) who completed the survey.

The Ciclovía promoted social interaction and engagement to build community, by providing a safe and welcoming environment for people of diverse ages, abilities, and cultural backgrounds. Due in part to the success of the New Brunswick Outreach Coordinators and other elements of the marketing and outreach, the Ciclovía attracted over 4,000 attendees, effectively achieving its target of 2,000 – 3,000 participants reflective of the population of Greater New Brunswick community as a whole. Moreover, over a third of survey respondents reported that the Ciclovía took them to areas of New Brunswick with which they were not familiar (38.6%), a large percentage considering about how of survey respondents were New Brunswick residents (46.1%). An overwhelming number of respondents also indicated that they felt very safe from both traffic and crime at the Ciclovía (80.9% and 81.5%, respectively).

Although a longer planning timeline, clearer organizational strategy, and stronger communication should yield even greater support for the Ciclovía in the future, the inaugural Ciclovía’s organizational structure and administrative framework effectively generated revenue to support the first-ever Ciclovía in the City of New Brunswick. The Ciclovía also cemented the support of participants. Nearly 94% of those surveyed were satisfied with the Ciclovía, and nearly 94% stated that they would support continued city funding for future Ciclovías.

The Ciclovía captured and, to a degree, strengthened the appreciation of New Brunswick as a great place to live and work. When it comes to survey respondents’ appreciation of New Brunswick, slightly over two-thirds of respondents (66.9%) consider New Brunswick a great place to live, work, and play. Not surprisingly, almost 75% of the respondents who live in New Brunswick considered New Brunswick a great place to live, work, and play (74.1%). About 49% of survey respondents reported expecting to spend between \$10 and \$59 at the Ciclovía. Nearly 42% of all respondents and 31.4% of New Brunswick residents also discovered a store or restaurant in New Brunswick during the Ciclovía—highly encouraging since it could lead to more visitors and locals patronizing businesses or restaurants that they did not exist. This may also suggest that the Ciclovía encouraged or provided a reason for New Brunswick residents to travel outside the neighborhoods and become more familiar with the community as a whole.



Figure 50. Ciclovía is open to people of all abilities

Epilogue

The New Brunswick Ciclovía was held on October 6, 2013 and this report was accepted as final by the Department on Housing & Urban Development in May 2014. Since that time, the New Brunswick Advisory Committee and host organization and chair of the Advisory Committee, New Brunswick Tomorrow, has 1) made a number of strategic enhancements and improvements to the New Brunswick Ciclovía's mission, goals and objectives, organizational structure, marketing and outreach efforts, and route; 2) sent a few members of the Advisory Committee to open streets workshops in Guadalajara, Mexico and Los Angeles, CA to strengthen the strategic framework and position New Brunswick as a major player in the open streets movement; 3) developed a Communications document (2013 New Brunswick Ciclovía Launch Report); and 4) hosted three Ciclovías in 2014.

Strategic Framework

While the mission of the New Brunswick Ciclovía—"promote active living for the entire community through open and car-free streets"—has not changed since its inception, the number of goals and objectives has been reduced and clarified to better reflect the Advisory Committee's vision for the Ciclovía in 2014 and heading into 2015. As shown in the Appendix, the noticeable changes include the addition of a communications plan to increase awareness and visibility; achieving participation of 3,000 – 5,000, up from the original 2,000 – 3,000 in 2013; developing evaluation metrics as key program assets to inform future direction; and gaining leadership visibility at all levels to build local capacity and contribute to the global movement.

Organizational Structure

The fiscal year 2014-2015 New Brunswick Ciclovía Organizational Structure is different from the fiscal year 2013-2014 organizational structure in that it includes an increase in operational functions and restructuring and purging of subcommittees. The increase in operational functions include the addition of development and sustainability and public relations. Unlike before, the subcommittees are now positioned into two major committees: Marketing & Outreach and Logistics & Planning, with website & social media outreach and community engagement and outreach under the former and volunteer coordination and public safety falling under the latter.



Figure 51. Crowds of people seen on Joyce Kilmer Avenue

Marketing, Outreach and Public Relations

The Committee altered its marketing and outreach strategy, increased its focus on public relations, and is in the process of revamping its Ciclovía website. The marketing and outreach strategy shifted from a committee only strategy to a volunteer-based outreach strategy in order to elevate the role and support of the stakeholder partners in the success of the Ciclovía. The increased focus on public relations led to the development of a New Brunswick Ciclovía Launch Report (See Appendix) in 2013. In short, the goal of the report is “to accurately capture and share information about the New Brunswick Ciclovía to building understanding and foster support to effectively increase the number, size, and frequency of the initiative throughout the city.” Lastly, the new Ciclovía webpage will allow for timely revisions and updates and become a landing page to broadcast all Ciclovía-related content to all viewers.

Route Development

The Committee has experimented with two routes this year in order to increase participation, strengthen community awareness, and build upon the overall success and familiarity of the Ciclovía among local residents.

Logistics and Programming

The biggest change logistically and programmatically has been the combining of the two subcommittee into one committee, complete with the oversight of volunteer coordination and public safety.

Sustainability

In addition to including development and sustainability under the operational functions of the Organizing Partners, NBT hired a part-time development expert to generate financial support (cash, in-kind donations, and sponsorships) for the Ciclovía.

New Brunswick May 4th and July 12th Ciclovía

The second Ciclovía was held on May 4, 2014. While the route remained the same as the inaugural October 2013 Ciclovía, minor adjustments were made to activities held along the route. The May Ciclovía saw a total attendance of 3,433. That represents a 17% decrease in attendance from the 4,124 which were counted at the inaugural event. Regarding mode share, the May event had 26% participation on a bicycle, with 74% of attendees preferring to walk. This was almost identical to the inaugural Ciclovía, which had 28% of attendees on bicycle, and 72% walking. It is important to note that the New Brunswick Ciclovía Advisory Committee anticipated a decrease in the number of attendees as many of Rutgers University students (a large percentage of New Brunswick’s population) were away enjoying summer break.

The third Ciclovía was held on July 12, 2014. It was 3 miles one-way, 6 miles bi-directionally, and featured a modified route and new and old activities. While official attendee counts have not been tabulated and confirmed, anecdotally, the Ciclovía was well attended by children and adults from within the city of New Brunswick.

“ Let’s close George Street every weekend!”

Discussion: Regional Connections, Implementation and Next Steps

The New Brunswick Ciclovía Evaluation Report provides excellent summaries of lessons learned during the inaugural Ciclovía, with strategies and actions relevant to both future Ciclovías in New Brunswick and throughout the state. The report also contains recommendations on changes that can make event organization more effective and efficient.

The existence of the evaluation report itself is also a valuable strategy for municipalities around the state. Producing a report will help to ensure that innovative events are properly managed, and that valuable lessons can be applied to future events, while repeat mistakes are minimized.

Establishing working cross-sectional partnerships between academic institutions and non-profits like Rutgers University and New Brunswick Tomorrow can best leverage an array of expertise. In the case of the New Brunswick Ciclovía, New Brunswick Tomorrow was able to use their decades of local connections to reach out into the community and serve as host of the Ciclovía, along with the other organizing partners (City of New Brunswick, Johnson & Johnson, and Rutgers) and members of the Advisory Committee and Subcommittees. VTC, with funding provided by Together North Jersey, was able to take an expertise in planning, research and evaluation, and provide the tools needed to properly evaluate the success of the Ciclovía, and provide an unbiased set of recommendations and actions.

This section summarizes key elements (lessons learned) that should be addressed by other organizers when planning similar community initiatives or events that aim to enhance the overall health of their residents:

1. Increase inclusion of low-income and minority groups.

- The report recommends that promotional and informational materials should be translated into other locally spoken languages, at all steps of the planning and implementation process.
 - This responsibility should be undertaken by the Ciclovía organizing committee and appropriate experts familiar with language requirements
- Establish a marketing and outreach plan to understand the best way to reach different communities. For example, while social media can be cost-efficient to reach one community, it may be useless in informing another demographic, who may respond best to print information.
- Strengthen relationships with local groups and community organizations in order to reach their target populations and rely on their expertise and assistance in promoting the Ciclovía;
- Strengthen relationships with houses of worship to maximize opportunities to attract attendees from different racial and ethnic groups, and to go to as a source for volunteers;
- Involve and advertise to households without cars.

2. Ensure partnerships exist with local businesses.

- Employ an experienced business liaison to facilitate partnerships;
- Encourage participation and investment by businesses, to provide additional activities, and help ensure financial self-sufficiency of Ciclovía through sponsorships; and
- Provide amenities to participants by ensuring that stores remain open.

3. Investigate additional funding sources.

- Place donation boxes along the route to encourage donations while not infringing on “freeness” of Ciclovía;
- Create sponsorship levels for corporations and major sponsors; and
- Recruit sporting companies, teams, and other organizations that revolve around active lifestyles to cross-promote events and provide funding.

4. Extend timeline of outreach and advertisement.

- Ensure that more people are informed of upcoming events by extending the time period in which information and advertisement is distribution; and, strategically
- Build up to event.

5. Build on Ciclovía to increase awareness of projects with similar goals.

- Structure Ciclovía activities around the timely implementation of complete street projects, which make walking and bicycling easier on a day-to-day basis;
- Incorporate a park into the route of the Ciclovía to generate enough traffic to keep parks safe and attractive and thereby encouraging of active recreational opportunities with greater frequency; and,
- Utilize Ciclovías a way to complement crime reduction programs and strategies, to make active transportation and outdoor recreation more appealing.

6. Develop mobile distribution of health information.

- Increase distribution of health-related information by creating a moving distribution method, that can reach participants who may stay in a certain part of the route

7. Hold Ciclovía or Open Streets programs multiple times a year.

- Hold Ciclovías multiple times a year to increase and maximize community and individual health benefits. Also, the added exposure might increase participation by both residents and local businesses.

8. Invite health companies and organizations to the table early in the process.

- Build relationships with institutions such as hospitals, insurance companies, and health charities which are already strongly invested in building healthy communities.

9. Align town, county and state priorities to facilitate organizational control and implementation of the Ciclovía.

- Ensure that non-profit organizations, businesses and government can work together to maximize availability of active events such as Ciclovía throughout the state.

10. Maximize participation by organizing team/committee.

- Balance convenience of conference calls with benefits of in-person meetings;
- Determine and distribute meeting schedule at start of planning process;
- Provide monthly reports;
- Allow anonymous comments by committee membership; and,
- Review structure of subcommittees to determine if they are needed, or need to be expanded.



Figure 52. A volunteer helps direct traffic at an intersection



Bicycling towards College Avenue

APPENDIX

Mission, Goals and Objectives

MISSION: New Brunswick Ciclovía promotes active living for the entire community through open and car-free streets.	
GOAL #1	Launch the first Ciclovía in New Jersey contributing to the global Ciclovía movement.
Objectives	Achieve participation of 3,000 – 5,000 people representing the Greater New Brunswick community at the launch event
	Develop a program format, scale and budget appropriate for replication and continuous implementation.
GOAL #2	Mobilize community members to embrace active living to increase overall health and wellness.
Objectives	Provide a diverse offering of health, wellness information and related activities
	Increase the overall health and wellness of all residents
GOAL #3	Encourage non-motorized transportation as a safe and alternative mode of transportation.
Objective	Demonstrate and showcase a minimum of three non-motorized options and resources for transportation.
GOAL #4	Promote social interaction and engagement to build community.
Objective	Provide safe, inviting and a fun environment for physical activity that is inclusive of all people of diverse ages, abilities and cultural backgrounds.
GOAL #5	Galvanize the City's diverse organizations, institutions and businesses to strengthen collective effort around a shared vision and long term sustainability.
Objectives	Create an effective organizational and administrative framework to generate revenue, i.e. funding options, sponsorships.
	Achieve involvement and gain ongoing commitments from cross section of institutions and businesses in the open street concept.
GOAL #6	Strengthen appreciation of New Brunswick as a great place to live and work.
Objective	Contribute to improving the physical, environmental and economic health of all residents.
GOAL #7	Design a route that supports objectives and delivers on the principles of Ciclovía.
Objective	Leverage community, environmental, business, structural and other resources along the designated route.

New Brunswick Ciclovía Budget

New Brunswick Ciclovía		
Ciclovía Income (Cash Received)		
NBT - Reserves	\$25,000	
NBT - Johnson & Johnson	\$25,000	
RWJUH	\$5,000	
New Brunswick City Market	\$2,500	
Horizon	\$500	
East Coast Greenway	\$500	
Central Jersey Bike Club	\$500	
Total Income	\$59,000	
Ciclovía Expenses (DOES NOT INCLUDE NBT STAFF OR OTPS COSTS)		
Planning Expenses		
Intern (Kelly Beggs)	\$2,000	
Conference Calls	\$1,500	\$1400 Donated by NJPHK-NB
Ben McRoberts Honorarium	\$150	
Subtotal - Planning	\$3,650	
October 4 Pre-Event Budget		
(Penalosa) 8-80 Cities Contract	\$8,000	
The Heldrich	\$11,000	Fee, travel and hotel costs
Volunteer Recognition	\$161	Leadership Breakfast, Press Conference, CA Lunch, & Reception
Awards	\$500	
Books	\$1,347	\$500 Donation from NJ Bike Walk Coalition
Photography	\$500	John Pucher Books
October 4 Pre-Event Subtotal	\$21,508	
October 6 Event Budget		
Logistics/Program		
RU & NB Police	\$17,759	
Ambulance and 2 EMTs	\$1,119	
4 RU CSO	\$840	
Public Works	\$2,056	
Volunteer Meals	\$1,199	Business Bistro donated 40 lunches
French Barricades	\$1,440	48
Generators	\$600	Rent at \$200 each
Signage (Franklin Stamp)	\$9,940	\$5400 signage; \$4500 other
Tent Rentals	\$685	
Tent (20'x10')	\$2,000	\$1,000 per/in-kind City
Fitness Activity	\$840	IN-KIND - Rutgers - 4 hours of instruction, 6 instr. @ \$35/hr
Stage Pieces	\$100	IN-KIND - Rutgers

CAC Rental	\$200	IN-KIND Rutgers
Stage	\$1,000	\$500 per venue
Teen Center Programming	\$2,000	
Bike Racks	\$1,277	
Logistics/Program Subtotal	\$43,055	
Marketing		
Printing	\$1,200	IN-KIND DEVCO Print/save-date card, door hanger, posters
Laserwave - design for art work	\$7,775	\$5,000 Donated by NJPHK-NB
Volunteer T-Shirts	\$1,026	For 4 dozen M, 4 dozen L, 3 dozen XL and 1 dozen XXL
Additional T-Shirts	\$516	Extra for members who did not get one
Banner	\$590	Cross-street banner, size 20' x 3' f
Translation	\$100	
101.5 banner ad	\$1,600	In-kind from City Market
Aerial Film Editing	\$400	In-kind - City Market
Photography	\$500	
Videography	\$500	
Bicycles	\$2,300	Bought at costs from Kim's Bike Shop
Donor Banners & Printing	\$668	
Marketing Subtotal	\$17,175	
TOTAL EXPENSES		
	\$85,388	
SUBTRACT IN-KIND & DONATIONS		
	\$16,240	
TOTAL EXPENSES AFTER I & D		
	\$69,148	
DIFFERENCE		
	(\$10,148)	

Survey Instrument

Location 1



INTERCEPT SURVEY NEW BRUNSWICK CICLOVIA EVALUATION

The Alan M. Voorhees Transportation Center at Rutgers, The State University of New Jersey is conducting a study for United States Department of Housing and Urban Development to evaluate the New Brunswick Ciclovía and what impact it has on health, community, and economic outcomes. There are no known risks to participating in this study. Although you will get no direct benefit from being a part of this study, your participation will help to improve the New Brunswick Ciclovía in the future.

[Pre-screen for those aged 18 and over and 30 minutes attendance]

PLEASE COMPLETE THIS SHORT QUESTIONNAIRE AND RETURN TO OUR REPRESENTATIVE

1. What types of activities are you doing at the Ciclovía? *(check all that apply)*

- | | | | |
|--|--|--|--------------------------------------|
| <input type="checkbox"/> Running/jogging | <input type="checkbox"/> Biking | <input type="checkbox"/> Skateboarding | <input type="checkbox"/> Yoga |
| <input type="checkbox"/> Walking | <input type="checkbox"/> Rollerblading | <input type="checkbox"/> Dancing | <input type="checkbox"/> Other _____ |

2. In total, how long will you spend being physical active at the Ciclovía? *(check one)*

- | | | |
|---|--|--|
| <input type="checkbox"/> 1 – 14 minutes | <input type="checkbox"/> 15 – 29 minutes | <input type="checkbox"/> 30 – 59 minutes |
| <input type="checkbox"/> 1 hour – 1.5 hours | <input type="checkbox"/> 1.5 hours – 2 hours | <input type="checkbox"/> More than 2 hours |

3. How many times a week do you normally get exercise? *(check one)*

- | | | |
|------------------------------------|--|------------------------------------|
| <input type="checkbox"/> 0 times | <input type="checkbox"/> 1-2 times | <input type="checkbox"/> 3-4 times |
| <input type="checkbox"/> 5-6 times | <input type="checkbox"/> 7 or more times | |

4. When you exercise, how many minutes do you spend exercising? *(check one)*

- | | | |
|---|--|--|
| <input type="checkbox"/> 1 – 14 minutes | <input type="checkbox"/> 15 – 29 minutes | <input type="checkbox"/> 30 – 59 minutes |
| <input type="checkbox"/> 1 hour – 1.5 hours | <input type="checkbox"/> 1.5 hours – 2 hours | <input type="checkbox"/> More than 2 hours |

5. How satisfied are you with your overall health? *(check one)*

- | | | |
|---|---|---|
| <input type="checkbox"/> Very unsatisfied | <input type="checkbox"/> Somewhat unsatisfied | <input type="checkbox"/> Neither unsatisfied or satisfied |
| <input type="checkbox"/> Somewhat satisfied | <input type="checkbox"/> Very satisfied | |

6. Has the Ciclovía taken you to areas of New Brunswick that you are unfamiliar with? *(check one)*

- | | | |
|------------------------------|-----------------------------|-----------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure |
|------------------------------|-----------------------------|-----------------------------------|

7. How safe do you feel at the Ciclovía? *(check one)*

- | | | |
|--|--|---|
| <input type="checkbox"/> Very safe | <input type="checkbox"/> Somewhat safe | <input type="checkbox"/> Neither unsafe or safe |
| <input type="checkbox"/> Somewhat safe | <input type="checkbox"/> Very safe | |

8. How safe do you feel in your daily life? *(check one)*

- | | | |
|--|--|---|
| <input type="checkbox"/> Very safe | <input type="checkbox"/> Somewhat safe | <input type="checkbox"/> Neither unsafe or safe |
| <input type="checkbox"/> Somewhat safe | <input type="checkbox"/> Very safe | |

Location 1

9. How much do you/your family plan on spending during the Ciclovía? (Food, parking, train or bus ticket, shopping, etc) (check one)

- | | | | |
|--------------------------------------|--------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> \$0 - \$9 | <input type="checkbox"/> \$10 - \$19 | <input type="checkbox"/> \$20 - \$29 | <input type="checkbox"/> \$30 - \$39 |
| <input type="checkbox"/> \$40 - \$49 | <input type="checkbox"/> \$50 - \$59 | <input type="checkbox"/> \$60 - \$69 | <input type="checkbox"/> \$70 - \$79 |
| <input type="checkbox"/> \$80 - \$89 | <input type="checkbox"/> \$90 - \$99 | <input type="checkbox"/> \$100 or more | |

10. Did you discover a store or restaurant in New Brunswick? (check one)

- Yes No Not sure

11. Would you support city funding for future Ciclovía events? (check one)

- Yes No Not sure

12. How did you get to today's event? (check all that apply)

- By foot By car By bike
 By train By bus Other _____

13. Would you consider walking or biking more after today? (check one)

- Yes No Not sure

14. Does your household own a car? (check one)

- Yes No Not sure

15. How many people are here with you today? (check all that apply)

- 0 people 1-2 people 3-4 people
 5-6 people 7 or more people

16. With whom are you attending the Ciclovía? (check all that apply)

- Friends Family Neighbors
 Co-workers Other _____

17. How did you hear about the event? (check all that apply)

- School Church/Temple/Mosque Friend/Family Member/Co-worker
 Community Organization Newspaper Social media (Facebook, Twitter, etc.)
 Ciclovía website Flyer/Poster Other _____

18. What do you like most about the Ciclovía?:

19. How satisfied are you with the event overall?

- Very unsatisfied Somewhat unsatisfied Neither satisfied or unsatisfied
 Somewhat satisfied Very satisfied

20. Which race or ethnicity best describes you? (check all that apply)

- Black, not Hispanic Black Hispanic White, not Hispanic
 White Hispanic Asian, not Hispanic Asian Hispanic
 Native American Other _____

Location 1

21. To which age group do you belong? (check one)

- 18-24 25-34 35-44 45-54
 55-64 65-74 75+

22. How do you identify your gender? (check one)

- Male Female In another way _____

23. What is your household income for 2012? (check one)

- Under \$15,000 \$15,000 - \$25,000 \$25,000 - \$50,000
 \$50,000 - \$75,000 \$75,000 - \$100,000 \$100,000 - \$150,000
 \$150,000 - \$300,000 \$300,000 - \$500,000 \$500,000 or more

24. What is your home zip code?

Thank you for completing the survey!

If you have any questions about this study, please contact:

Charles Brown, MPA, Senior Research Specialist
Alan M. Voorhees Transportation Center
Edward J. Bloustein School of Planning & Public Policy
Rutgers, The State University of New Jersey
New Brunswick, NJ 08901
848-932-2846

Email: charles.brown@ejb.rutgers.edu

If you have any questions about your rights as a research subject,
you may contact the IRB Administrator at Rutgers University at:

Rutgers, The State University of New Jersey
Institutional Review Board for the Protection of Human Subjects
Office of Research and Sponsored Programs
3 Rutgers Plaza, New Brunswick, NJ 08901-8559
Tel: 848-932-0150

Email: humansubjects@orsp.rutgers.edu

HUD Regional Indicators

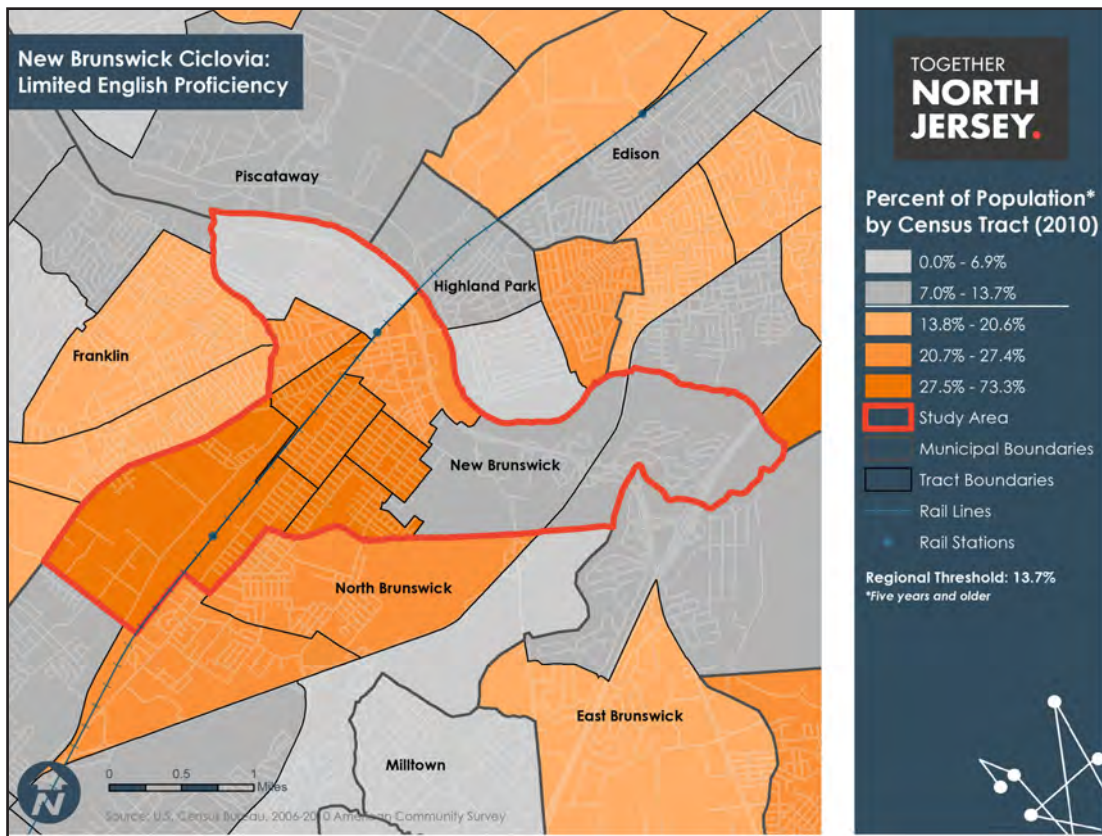
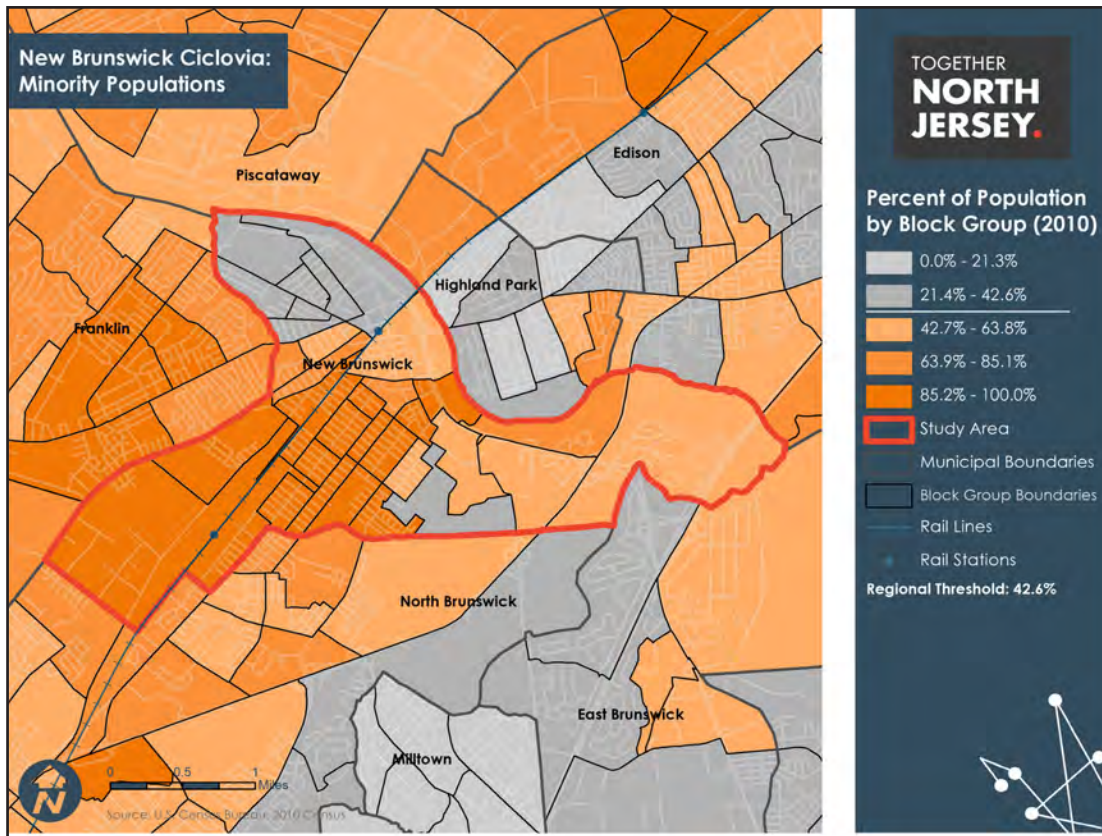
Comparative Profile of Traditionally Disadvantaged Populations

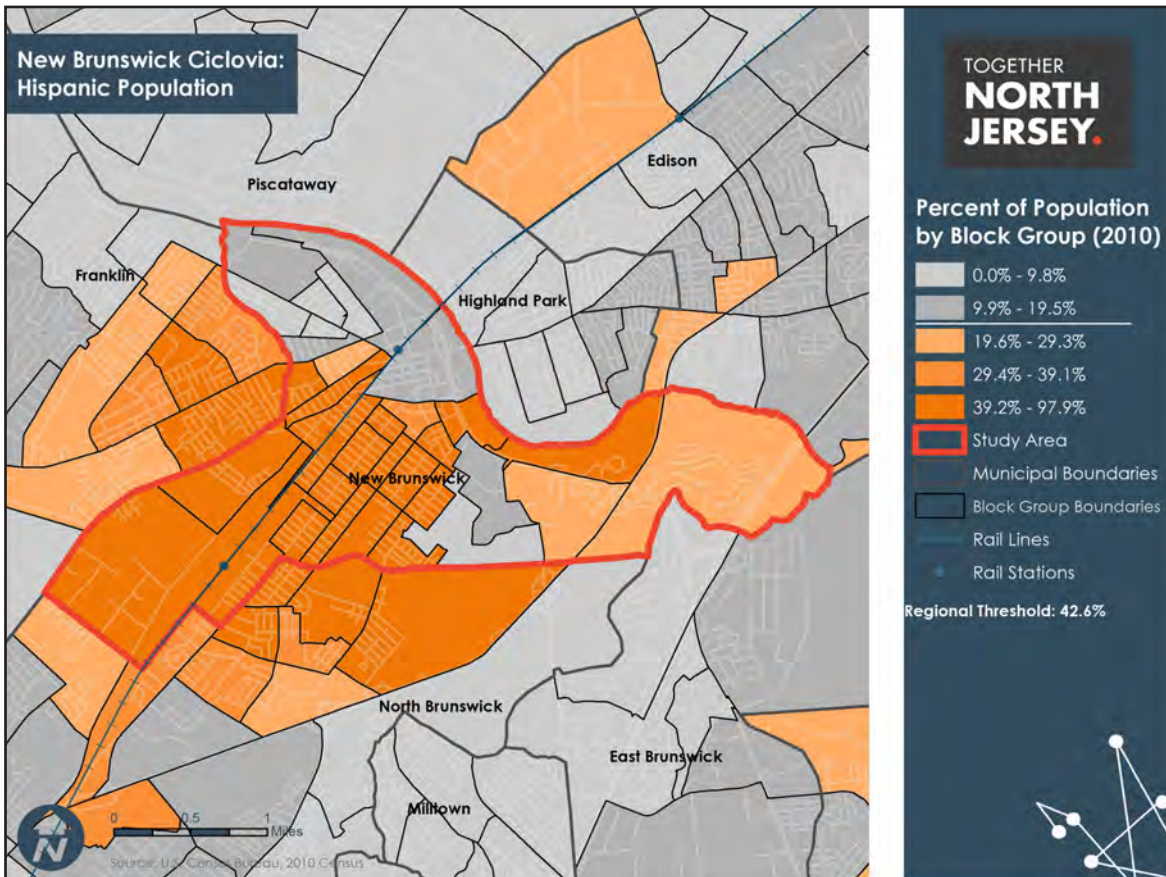
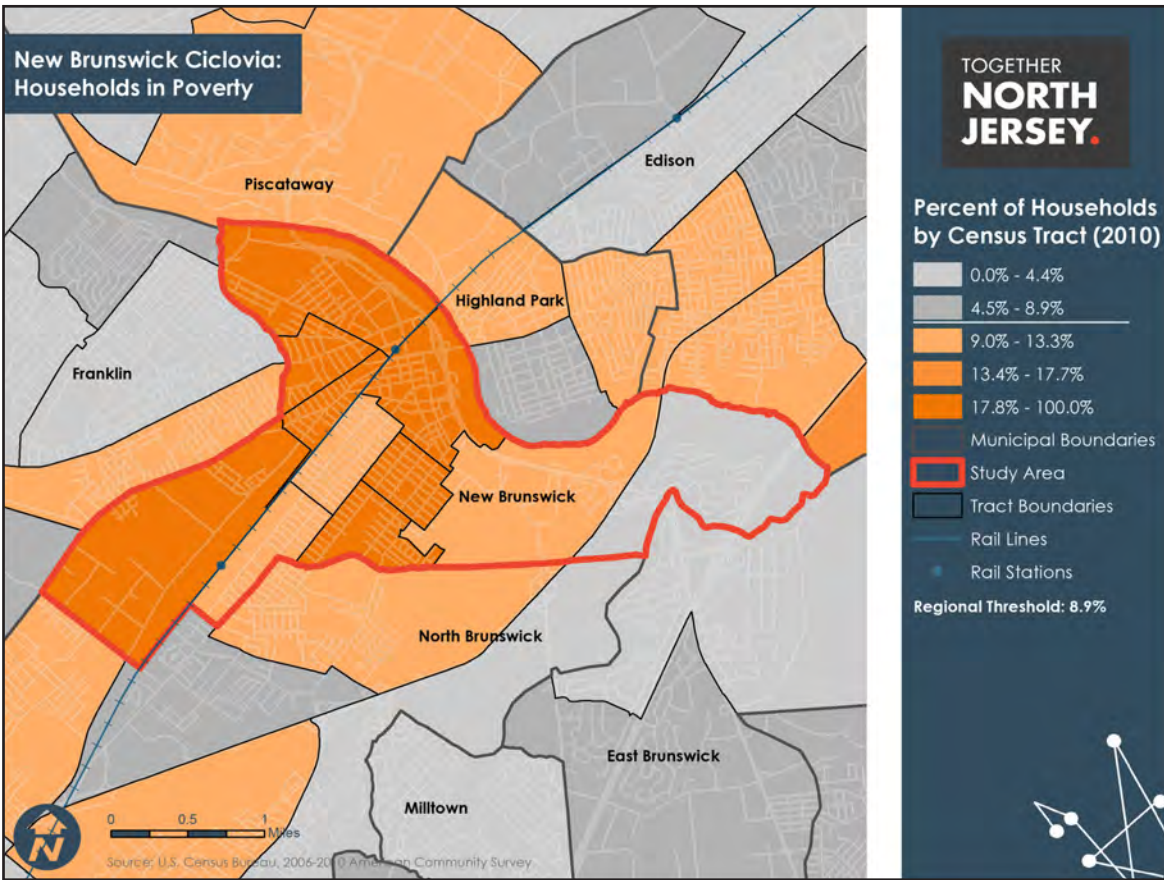
Variable	New Brunswick	Middlesex County	Together North Jersey Region
Population¹	55,181	809,858	6,579,907
Households²	14,527	277,398	2,365,263
Households in Poverty²	3,241	19,081	209,488
<i>Percent Households in Poverty</i>	22.3%	6.9%	8.9%
Racially Concentrated Areas in Poverty (RCAPs)^{1,2}	4	7	155
Persons Living in RCAPs	18,825	35,206	564,916
<i>Percent Living in RCAPs</i>	34.1%	4.3%	8.6%
Minority Population¹	40,420	411,134	2,800,362
<i>Percent Minority</i>	73.2%	50.8%	42.6%
Non-Hispanic Minority Population	12,867	262,159	1,515,462
<i>Percent Non-Hispanic Minority</i>	23.3%	32.4%	23.0%
Hispanic Population	27,553	148,975	1,284,900
<i>Percent Hispanic</i>	49.9%	18.4%	19.5%
Families in Poverty with Children²	1,137	7,308	82,452
<i>Percent Families in Poverty with Children</i>	13.6%	2.6%	5.0%
Female Head of Household with Children²	1,458	15,614	153,224
<i>Percent Female Head of Household with Children</i>	10.3%	5.6%	6.4%
Persons with Limited English Proficiency (5 Years+)²	16,715	116,630	837,019
<i>Percent Persons with Limited English Proficiency</i>	33.5%	15.6%	13.7%
Carless Households²	4,091	23,040	295,271
<i>Percent Carless Households</i>	28.2%	8.3%	12.5%
Elderly Persons (75 Years+)¹	1,390	48,730	431,770
<i>Percent Elderly Persons</i>	2.5%	6.0%	6.6%
Persons with Disabilities³	3,222	66,238	606,368
<i>Percent Persons with Disabilities</i>	5.9%	8.3%	9.3%
HUD Units⁴	1,205	6,309	84,907
<i>Units/1,000 Population</i>	22	8	13
Public Housing Units	417	2,315	31,069
<i>Units/1,000 Population</i>	8	3	5
Multi-Family Housing Units	489	2,533	38,689
<i>Units/1,000 Population</i>	9	3	6
Low-Income Tax Credit Units	299	1,461	15,149
<i>Units/1,000 Population</i>	5	2	2

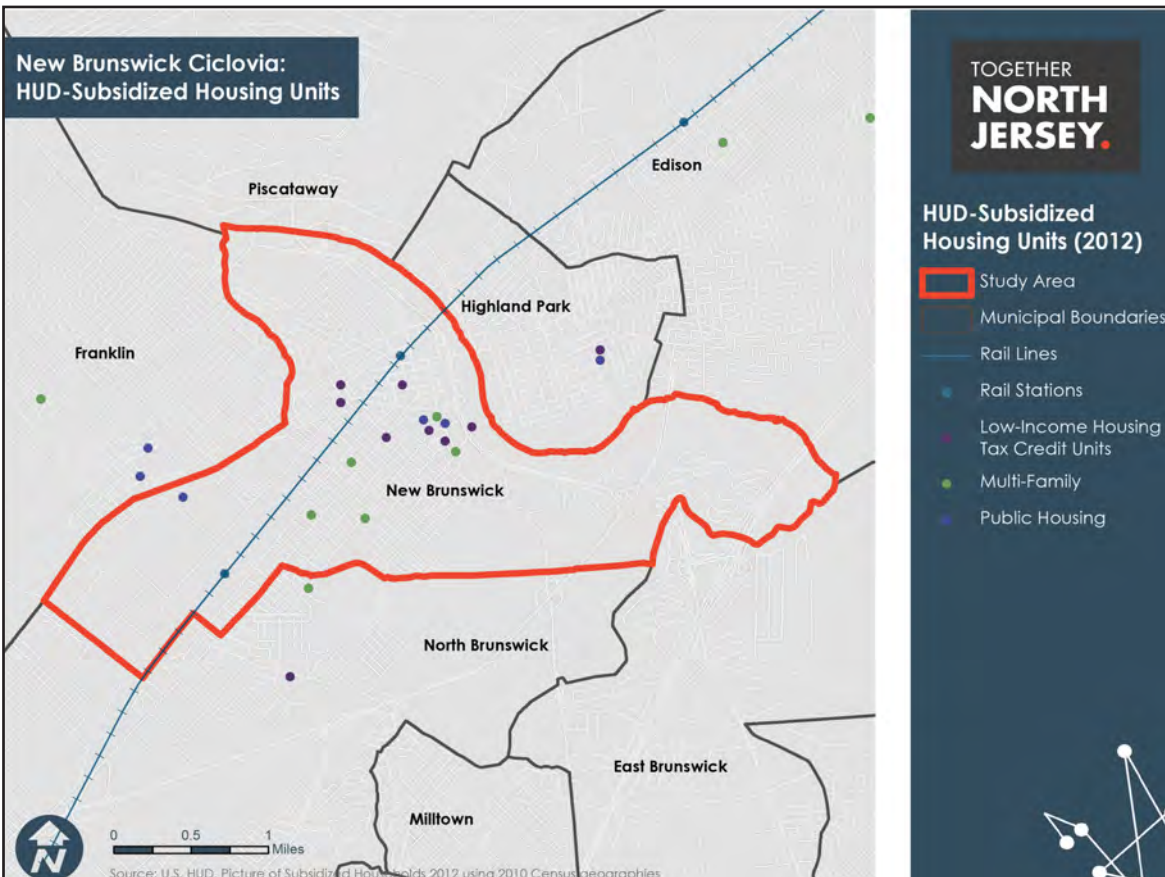
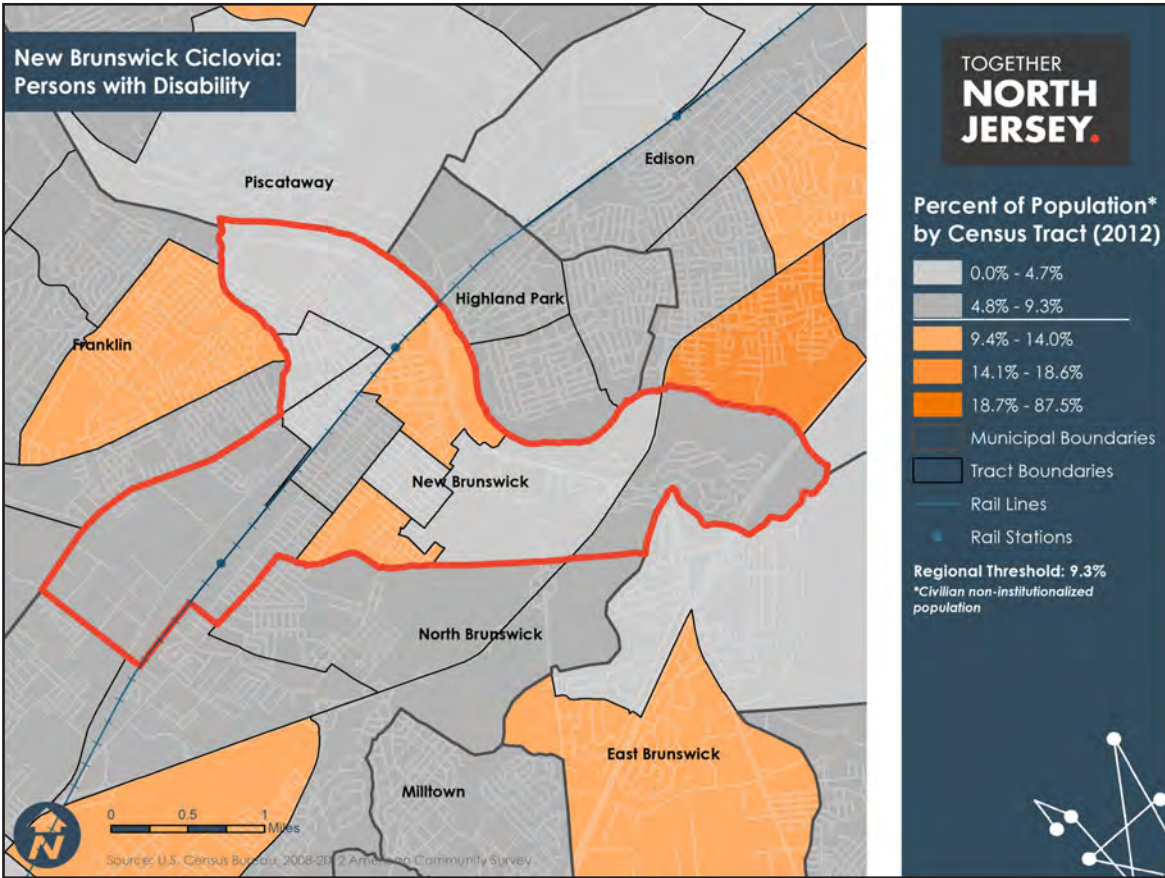
Sources:

1 U.S. Census Bureau, 2010 Census; 2 U.S. Census Bureau, 2006-2010 American Community Survey; 3 U.S. Census Bureau 2008-2012 American Community Survey; 4 U.S. Department of Housing and Urban Development, A Picture of Subsidized Households, 2012, Using 2010 Census Geography

HUD Regional Indicator Maps







REFERENCES

- I. Sarmiento, O., Torres, A., Jacoby, E., Pratt, M., Schmid, T. L., & Stierling, G. (2010). The Ciclovía-Recreativa: A mass-recreational program with public health potential. *Journal of physical activity & health*, 7(2), S163.
- II. Mason, M., Welch, S., Becker, A., Block, D., Gomez, L., Hernandez, A., & Suarez-Balcazar, Y. (2011). Ciclovía in Chicago: a strategy for community development to improve public health. *Community Development: Journal of the Community Development Society*, Vol. 42, No. 2.
- III. Sarmiento, O., Torres, A., Jacoby, E., Pratt, M., Schmid, T. L., & Stierling, G. (2010). The Ciclovía-Recreativa: A mass-recreational program with public health potential. *Journal of physical activity & health*, 7(2), S163.
- IV. Mason, M., Welch, S., Becker, A., Block, D., Gomez, L., Hernandez, A., & Suarez-Balcazar, Y. (2011). Ciclovía in Chicago: a strategy for community development to improve public health. *Community Development: Journal of the Community Development Society*, Vol. 42, No. 2.
- V. Sarmiento, O., Torres, A., Jacoby, E., Pratt, M., Schmid, T. L., & Stierling, G. (2010). The Ciclovía-Recreativa: A mass-recreational program with public health potential. *Journal of physical activity & health*, 7(2), S163.
- VI. Mason, M., Welch, S., Becker, A., Block, D., Gomez, L., Hernandez, A., & Suarez-Balcazar, Y. (2011). Ciclovía in Chicago: a strategy for community development to improve public health. *Community Development: Journal of the Community Development Society*, Vol. 42, No. 2.
- VII. Zieff, S. G., Kim, M. S., Wilson, J., & Tierney, P. (2013). A” Ciclovía” in San Francisco: Characteristics and Physical Activity Behavior of Sunday Streets Participants. *Journal of physical activity & health*.
- VIII. <http://www.Cicloviasrecreativas.org/en/map>. Accessed on November 14, 2013.
- IX. Bolduc, J. L. (2012). An analysis of a community-based intervention on physical activity.
- X. Ibid.
- XI. U.S. Census Bureau, 2010 Census
- XII. U.S. Census Bureau, 2006-2010 American Community Survey
- XIII. Ibid.
- XIV. U.S. Census Bureau; 2010 Census Summary File 1, Table DP-1; generated by Danny Yoder; using American FactFinder; <<http://factfinder2.census.gov>> (20 November 2013).
- XV. Ibid.
- XVI. U.S. Census Bureau; 2010-2012 American Community Survey 3-Year Estimates, Table S1902; generated by Danny Yoder; using American FactFinder; <<http://factfinder2.census.gov>> (4 December 2013).
- XVII. U.S. Census Bureau; 2010 Census Summary File 4, Table DP-4; generated by Danny Yoder; using American FactFinder; <<http://factfinder2.census.gov>> (6 December 2013).
- XVIII. Pucher, J., Buehler, R., Merom, D., & Bauman, A. Walking and Cycling in the United States, 2001–2009: Evidence from the National Household Travel Surveys. *American Journal of Public Health: December 2011, Vol. 101, No. S1, pp. S310-S317*.
- XIX. Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2012.
- XX. <http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html>.
- XXI. U.S. Census Bureau; 2010-2012 American Community Survey 3-Year Estimates, Table DP03; generated by Danny Yoder; using American FactFinder; <<http://factfinder2.census.gov>> (5 March 2014).