

BYCS

Where can
the bicycle
take us

Social Impact Report 2018



Welcome



Maud de Vries
CEO of BYCS

Welcome to the BYCS 2018 Social Impact Report. We are an Amsterdam-based social enterprise, working internationally with businesses, governments, and nonprofits to initiate and scale breakthrough ideas around cycling. By acting as a catalyst for new solutions we are making the shift from car-centric to human-centric cities possible, and in this way creating places that have vastly improved life quality; places that address our urgent urban challenges to become fit for the future.

As a mission-led social enterprise, it is important that we regularly map out our impact trajectory in order to ensure that our work continues to align with our objectives and high ambitions. In this first edition of the Social Impact Report we naturally highlight the projects and programs which have contributed to our collective impact in 2018, but we also set the context for this by presenting an overview of how we work, our objectives, mission and values. By sharing our approach in this way we can open up opportunities for new partnerships to take our collective action even further.

On that note, we hope you enjoy the BYCS Social Impact Report. We'd love to hear your comments and we hope you will join us as we journey into 2019 and beyond.

Happy and healthy cities, worldwide

Max Schreuder
President
BYCS
Advisory Board

I am proud to have watched BYCS grow to be ahead of the game so quickly. I am confident in the ability of their business model to be both challenging and sustainable, but most importantly to continue to positively impact society and the planet.

Their model ensures that every euro spent goes even further, from the project itself - it's scalability to different cities and contexts - and then the reinvestment of profits into Global Programs like the Bicycle Mayor and Leader Program, this all demonstrates that any investment in BYCS can mean three times as much. Lastly, pushing the envelope is in their DNA. BYCS is committed to ensuring that anything they put their name on is a world's first, or they do it ten times better. We are on a mission to create happier and healthier cities worldwide.

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the bicycle
take us?

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Cover Photo

Bicycle Mayor Lebogang Mokwena's work, in Cape Town

Photo credit: Leanne Brady @tships

Artwork: Boniswa by Breeze Yoko @breezeyoko

The BYCS Mission

We believe that when people choose the bicycle for everyday life it can have a transformational effect and that this simple tool holds the key to improved wellbeing and prosperity for citizens, cities, and the planet. To this end we have developed a clear and powerful mission called 50x30:

50% of all trips by bicycle by 2030

50% of all city trips by bicycle by 2030, and hopefully even earlier. We are working towards this by creating off-the-shelf programs that can be adopted in any city, anywhere, by working with funding partners to scale our non-profit network of Bicycle Mayors, and by collaborating on new pilots and campaigns with other organizations who share our high ambitions.

Thankfully, we are not alone in our mission to accelerate transformational change through increased urban cycling. In many cities around the world there has been widespread enthusiasm and dedication to ensuring cities become more human-centered. We are invigorated every time we see new groups of citizens take up the bicycle as transport or hear that cities have made the dedicated leap to allocate

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precious urban space for safe and protected cycling routes. Unfortunately, at the moment our planet is facing significant challenges - environmental, human, and economic - and change isn't coming fast enough. Recently, the UN indicated that global efforts to address rising CO2 levels are not meeting up to what is necessary to slow down or stop the rise of global temperatures, and we are seeing explosions in

levels of mental and physical ill health, as well as air pollution and problems around social cohesion. These challenges must force us to think innovatively and to seek solutions that empower people and improve the health of the planet. What started as just our mission, has grown into a global movement, and now people around the world are also embracing the call to reach 50x30, and we are inviting everyone to join us.

BYCS Impact Objectives

The effects of increasing cycling reaches far beyond addressing urban **mobility** needs, but also ensures better mental and physical **health** (saving billions in healthcare costs), promotes **community** strength, protects the **environment** (including tackling the air

pollution crisis) and stimulates a sustainable **economy**. These five areas make up the BYCS Impact Objectives, and together they help cities to become fit for the future, improving the quality of life for people around the world...



Mobility

Affordable, accessible and clean transport solutions across the city.



Health

Active citizens with improved health and wellbeing, with cleaner air to breathe.



Environment

Reducing city's carbon footprint and inspiring more responsible lifestyles.



Community

Inclusive and safe places with more engaged citizens at their heart.



Economy

Stimulating new forms of sustainable economic development and opportunity.

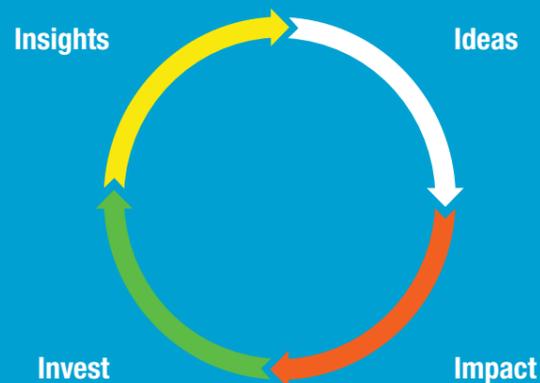
SUSTAINABLE DEVELOPMENT GOALS

In 2015 the United Nations adopted the **Sustainable Development Goals** which serve as a blueprint to creating a better future for people and the planet. Our work directly aligns with several SDGs, especially #3 Good Health and Wellbeing, #11 Sustainable Cities

& communities, and #13 Climate Action, as well as indirectly supporting opportunities in many more. Our Impact Objectives are also supported by extensive scientific research that we will be combining into a series of graphics in the first half of 2019.

How We Work

Through our Services we can create bespoke solutions - sometimes in collaboration with our partners, and through our Programs we have created a portfolio of innovative projects and campaigns that can be adopted wholesale by businesses, governments, and communities around the world. Examples of this include **CycleLabs, Bike to Work, and Go Cycling.**



In order to take our impact to the next level, and as a social enterprise, we invest our profits from all this work into our global non-profit programs - like the Bicycle Mayor and Leader Program - that have the potential to affect billions. This network, in turn, opens doors to opportunities to deliver our approach to new communities worldwide. This not only gives every one of our local clients a chance to be part of an active global network of changemakers, but allows us to feed this international knowledge back into every on the ground project we deliver. In this way, every euro spent with BYCS goes much much further for both the client and societal impact. We are also inviting more organizations to invest in BYCS and help fund our non-profit work, to help accelerate the journey 50by30. With your support, we can expand our impact even further.



BYCS Organizational Values

In 2018 we got to work on identifying and shaping the specific values which drive us as an organization and on establishing the foundation that will ensure these values form the basis of our culture.

Research by PwC has found that organizational values are fundamental for success, and that companies that have distinctive, aligned values are twice as successful with execution, and twice as likely to show higher profitability and growth. For a social enterprise such as BYCS, this is essential because more profit means we can invest more profit into

growing our non-profit programs and substantially scaling the impact we are able to make. At the same time we are working on bringing these values to action internally, building our competencies as changemakers within the team and ensuring that these values feed into the way all of our partners and collaborators work with us.

The BYCS Organizational Values are:

Pioneering actions

The BYCS motto is 'We do it first, or we do it ten times better'. We know that we can only fulfil our mission through bold and breakthrough actions. We apply innovation, creativity and visionary leadership to all we do.

Committed to change

We always ask 'Where can the bicycle take us?' It drives us every day to go further and imagine more. We are passionate about our positive future vision, and we inject our energy, determination, and professionalism into achieving it.

Collaborative approach

We scale our impact by creating powerful partnerships and connecting to global movements. We also ensure others can easily build on our insights. And we utilize the full range of skills across our dynamic, international team, and our network of Bicycle Mayors.

BYCS 2018

Collective Impact

There are four main focus areas to our work, and by operating in each of these we can ensure we cover the full range of the interventions needed to facilitate the transformations we want to see. These are:

Innovation, Inspiration, Leadership, and Activation



Innovation

Through our CycleLabs we have been working towards sparking and implementing new pilots and concepts in cities around the world. BYCS is the pioneering organization which has been operating the Amsterdam CycleLab for a couple of years, and we have scaled this concept to **4 long-term CycleLabs** in the Netherlands this year with locations in Amsterdam (including across the city, as well as in Zuidas and Nieuw-West), and the province of Gelderland. We have also run **3 pop-up labs** in Munich, Rio de Janeiro, and Mexico City. Now, CycleLabs are available to any city, anywhere.

More than just a physical meeting place, CycleLabs are spaces designed for co-creating new solutions and to stimulate widespread city transformations. In these labs we are able to bring together a broad cross-section of society and employ many tools such as people-oriented design, system thinking, evidence-based policy, facilitation and creation with the aim to breakthrough everyday patterns and changes in mobility, use of space, and technology. Depending on the scale and ambition of the lab, they may also include multi-stakeholder collaborations, as well as cultural programming and experiential change approaches. CycleLabs also have the potential to inspire the physical transformation of urban spaces and facilities in their immediate neighbourhoods and the city at large.

FietsLab Gelderland opened its doors in the summer of 2018 at Arnhem Central Station and since then we have been working closely with the local authorities

and social organizations on a broad campaign to stimulate cycling in the province. We are helping Gelderland to realise its ambitions of becoming the leading cycling region in the world.

In 2018, we also launched our concept Fly+Bike, developed with our partners at BAM and Royal Haskoning. This would help tackle the congestion and pollution around airports for both travellers and workers, by making it easy for people to book a bike when they book their plane ticket, and by creating safe, accessible cycling routes between airports and cities. The concept was developed by looking at user experiences at Schiphol Airport, in Amsterdam and refined with further research in Munich and Rio de Janeiro.

We source inspiration and insights for our new concepts from our network of Bicycle Mayors. In turn, we share our programs with them, to spread their adoption and support, to accelerate the journey to 50by30.

Inspiration

An important effect of our work is that individuals and groups feel inspired to take action in their city to stimulate cycling progress. Whether this is a result of an event hosted at a local CycleLab or an in-depth afternoon with a visiting delegation, BYCS has achieved some significant milestones when it comes to this area of impact. Over the year, **10 international delegations** visited our Amsterdam HQ to learn best practice and to get inspired. This included groups of cycling enthusiasts, students, politicians, and policymakers representing **Denmark, Austria, China, Italy, Belgium, Ireland, and Sweden**. They learned about Amsterdam's trajectory towards becoming the city of bicycles and how actionable change can be sparked in their home cities.



Throughout the year, BYCS has worked with several cultural partners such as Pakhuis de Zwijger and Waag to put on a dynamic program of inspiring events. This includes the speaker series **Bike & City**, a bi-monthly event about cycling and cycling culture, which brings in innovative projects and contributors to share stories and engage in discussion with hundreds of visitors. Our programming puts cycling directly at the heart of ongoing debates regarding the future of city transformation and we are continuing to push the agenda with an onset of new programmes such as **SHIFT**, a series that allows audiences to engage with speakers on a wide variety of topics including livable cities, bicycle stimulation within distinctly local contexts.

At the same time we strive to make stakeholders understand that the bike can be deployed to a happier and livable urban and rural environment, as was done with the **Bicycle Architecture Biennale (BAB)**. The BAB is the first of its kind - an international exhibition of eye-catching and progressive building designs that facilitate cycling, bicycle parking and bicycle safety around the world. Throughout the course of 2018 we organized 3 **BAB exhibitions** across the Netherlands bringing in **thousands of visitors**, which built on the BAB's strong success in its first year in 2017. The exhibition - which was curated by Dr Steven Fleming - shows how the bicycle can improve our living environment and how design solutions can not only meet transit needs, but also inspire and facilitate greater cycling uptake.

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Leadership

Bicycle Mayors and Leaders: a global network of changemakers



The Bicycle Mayor and Leader Program continued to accelerate in 2018. The network is now active on every continent and represents more than **53 million citizens** around all continents. We are very proud to announce that in 2018 we also welcomed the world's first **Junior Bicycle Mayor**, eight-year old Lotta Crok. The Junior Bicycle Mayor concept was first developed by Amsterdam Bicycle Mayor Katelijne Boerma and these mini heroes work closely with the Bicycle Mayors in their respective cities to encourage and inspire children to cycle everyday. As we roll into 2019, many dozens of passionate cycling leaders are in the pipeline to join the network in the upcoming period, with widespread enthusiasm being felt all over the world thanks to high-profile media attention from the likes of Forbes and the Guardian.

From Beirut to Panama City, and from São Paulo to Istanbul, Bicycle Mayors all across the globe have

pushed the boundaries to deliver action in support of better cycling for all. Bicycle Mayors bring together groups of stakeholders to spark real cycling progress in their cities, and their work is directly in keeping with the Impact Objectives which BYCS is committed to. For example, in Cape Town, South Africa, Bicycle Mayor Lebogang Mokwena empowers disadvantaged women and girls to access education and employment for the first time by teaching them to ride bicycles safely and confidently. And in India, Bicycle Mayor Sathya Sankaran of Bengaluru introduces new ways to use technology to encourage companies and employees to get on the bicycle for their personal health as well as to tackle the air pollution crisis, while Bhairavi Joshi has worked with local education authorities to launch pilot programs that educate school children about the benefits of cycling in Valsad, to ensure the new generation leads a positive new approach.



Pushing the agenda on a global stage

Reaching 50x30 means that we, as an organization, must also play a leading role in forging ahead on major societal issues such as climate change and motivating global leaders to take action. With the support of collaborative partners such as the Global Call for Climate Action, we are proud to have been active at **WHO's First Global Conference on Air Pollution and Health** in Geneva, Switzerland - pushing the case for how cycling tackles air pollution - and the **United Nations Climate Change Conference** in Katowice, Poland (COP24). Our leadership, as well as the role of our network of active Bicycle Mayors at major international events, helps spread the message of how cycling positively transforms cities and is an opportunity to secure concrete actions. In being a part of international conferences we always aim to launch transformative local projects wherever and whenever possible. In the case of COP24, our presence resulted in the appointment of Poland's first Bicycle Mayor for the city of Katowice, who is now able to continue to act as a catalyst for local transformation.

A definite highlight of the year was the meeting of international Bicycle Mayors during a summit in Mexico City organized by BYCS. The six day event brought the group together to discuss challenges, share solutions and identify ways to radically accelerate city transformation through cycling. Beyond strengthening the bonds of the network, the event resulted in the signing of a Memorandum of Understanding between the Bicycle Mayors of Mexico City, Mexico and Bengaluru, India to partner on new opportunities in both cities, in tandem with the BYCS Programs (and now even more Bicycle Mayors are in talks, exploring how they can come together to forge multi-city partnerships). It also led to a global campaign between all the Bicycle Mayors to call on cities to be #FitForChildren, in a coordinated effort to get more children on bicycles in cities around the world.

Throughout the year, the Bicycle Mayors have hosted events, launched pilots, initiated campaigns, engaged with local and regional leaders, influencers and the media, and built partnerships in both the private and public realms to bring real change to their city. We congratulate all of the Bicycle Mayors on their work over the year and cannot wait to see what 2019 brings this network!

To learn more about each of the Bicycle Mayors and to read about their work go to bicyclemayor.org



Activation

A critical part of reaching our mission of 50x30 is activating the next billion people to pick up the bicycle as part of everyday life. Whether this is through innovative communication strategies, campaigns, and pilots, or by striking up new partnerships with governments or businesses to maximize our impact, we strive to stimulate cycling across regions and age groups.



In 2018, we worked to encourage young children to become life-long cyclists and challenged them to think differently about the bicycle through the Fietshelden campaign. This was a chance for children to get creative and develop great new ideas about ways to make cycling safer and more fun. In 2018, this campaign reached **19 different primary schools** representing more than **4.000 kids** in the Amsterdam region during the pilot phase. Building on this, it is currently being scaled across the Netherlands and it is anticipated to reach a total of approximately **100 primary schools**. Furthermore, we are currently finding new ways to collaborate with local institutional partners on new ways to reach thousands of children about the positive impact of cycling as part of a healthy lifestyle.

In collaboration with ROC, a major educational partner representing over **10.000 students**, we launched cycling stimulation pilots in **2 provinces** this year, focused on adolescents and teenagers. The program is called WAVE and is an approach to get students to cycle to school and to learn more about the barriers to doing so. Through marketing, interventions, influencers and incentives - including the chance to use a bicycle for free for 10 weeks - we challenge them to change their behaviour and then test the extent to which this introduction to the bicycle is able to change their mindset when it comes to cycling. This scalable model is now ready to be applied throughout the Netherlands and abroad to stimulate cycling with young people.



In October of 2018, to coincide with World Mental Health Day, we ran the **initial Go Cycling campaign** in Amsterdam's international business district Zuidas. This first activation centered on the topic of mental health because research has shown that at least 1 in 4 people suffer from mental health issues, while many more suffer from work-related stress everyday. At the same time, cycling has been proven to help in the reduction in stress and anxiety, to prevent burnout, and to help fight depression. Throughout the week, **thousands of people were exposed to the campaign messaging, with 38% of those surveyed saying it had inspired them to cycle more**. Further data outlined that 36% people would cycle more if their employers provided greater incentives, giving us strong ammunition to work further

with businesses to improve communication, facilities and support for people to cycle to work. After a successful pilot run, we are now busy at work to scale the campaign.

Lastly, we are immensely proud to have onboarded new governments and stakeholders to be a part of the mission to make cities better for bikes over the course of the past year. In taking our collaborations forward, we have been able to reach our **27th governmental and 104th professional partnership** (since our founding in 2016). The sustained efforts and commitment on the part of our collaborators and supporters is encouragement to continue to activate new opportunities for transforming cities in 2019.

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Impact Focus

Bicycle Mayors in India



Home to over 1.3 billion people, India is the second most populous country in the world and its cities are facing some of the most urgent urban challenges on the planet, including from air pollution, resource scarcity, community cohesion and environmental degradation. 11 out of the 12 most polluted cities on a World Health Organization list are all in India.

In 2018, we had six Bicycle Mayors in India, with a dozen more to be announced in the beginning of 2019 and at least 50 more interested in becoming Mayors. These changemakers are represented in diverse locations, including in the largest city Mumbai (population 18 million) and together they are showing how accelerating cycling progress can bring social, environmental and economic progress to cities.



The Indian Bicycle Mayors have been recognised for their work addressing air pollution with an invitation to meet with the Indian Prime Minister and have been covered extensively and regularly in national newspapers, including the Times of India (2.8 million readers), The Hindu (1.4 million readers). In 2019, BBC World is also planning to film a documentary, featuring the Bicycle Mayor Program in India. The Indian Bicycle Mayors were also asked to speak about their work - and the network - for instance at Vélo-city 2018, the largest cycling conference worldwide, as well as at a number of other influential, international events. Collectively, the Mayors are showing how an active, dynamic network can address complex issues. And individually they are having tangible results in their communities. For example, Arshel Akter, Bicycle Mayor of Guwahati, helped to organise 15 cycling events in 2018, including for drug abuse awareness and on World Car Free Day, as well as organising a local crowdfunding campaign. And in Valsad, Bhairavi Joshi organised a series of events to help students and commuters on to their bikes, including publishing a book about the work of the Bicycle Mayors, to inspire change. Bhairavi was also a keynote speaker at India's premier cycling conference in Mumbai and, together with Baroda Bicycle Mayor Nikita Lalwani,

was a keynote speaker at Australia's most prestigious cycling and walking conference. The Bicycle Mayors of India also had success with a new app to log new cycling commitments, with over 300,000 km logged in the pilot phase.

As a result of all this work, Ricky Kej, the UN Earth Day Ambassador in India, has offered his help to grow the program in line with the development of 80 new Smart Cities that are being built in India. In 2019, we will also further collaborate with our partners at the Global Call for Climate Action (GCCA), to strengthen the impact of the program in India by connecting it to their anti-air pollution campaign 'unmask my city' and aligning this collaboration with the World Health Organization's 'Breathe Life' campaign.

The impact of the work in India is a powerful example of the potential for the entire global network once we start to grow it to 200 - or hopefully many more - by the end of this year. To do this, we are looking for new commercial partners and aligned organizations to support our own investment in the non-profit network in 2019. Together we can build a powerful movement for positive progress in every country on earth.

Looking ahead to 2019

As we move into 2019 we are ready and energized to take our impact even further. Even though we are encouraged by the things we have been able to achieve over this past year, there is still a lot of work to be done to get to 50x30.



For us, this means thinking bigger, launching new ideas, and growing our inspiring network of changemakers to make this year the best one yet. The headline figures are that in 2019 we plan to have 200 Bicycle Mayors, at least 10 CycleLabs and to sell

at least 50 of our products and services. Doing this provides the springboard to take the number of Bicycle Mayors in 2020 to 1,000 and the number of CycleLabs to 100. Yes, we have high ambitions.

Here are some of our commitments:

BYCS Programs - off the shelf

One of our strategic priorities is our current roll out of a new arm to our business model that packages up our proven products for interested parties and clients to be able to easily adopt and implement locally. This will allow any city or business to easily access and implement programs like CycleLabs, Go Cycling or Wave, meaning we can accelerate each program's ability to create meaningful impact. Organizations that take up these programs immediately become a member of the 50by30 movement.

Bicycle Mayors x 200

Given the range of activities that we were stretched across in 2018, we were unable to grow the Bicycle Mayor and Leader Network as rapidly as we had hoped. We now have the team in place to service the incredible international demand for the program, and have high ambitions for there to be at least 200 Mayors before the end of this year.

BAB II

Building on the success of the first Bicycle Architecture Biennale (BAB), we are launching a new two-year BAB in June in Amsterdam before taking it on an international tour. We want to inspire people in diverse communities to think differently about how cycling can transform places and see what is possible. Whilst many of the entries will be selected by the new curators NEXT Architects, we are also opening it up to public entries for the first time. Entries are now open - all the info can be found at bycs.org



Sharing insights & data

We ended 2018 by strengthening our data and insights team. This gives us the opportunity through 2019 to better measure and build on our own success, as well as to help others find the right leverage points, opportunities for change and areas for dynamic partnership. In 2019, we will also be rolling out our Impact Index product, to give any city access to quick data on how to move more people onto bikes.

Breakthrough new ideas

Through the expansion of our CycleLabs we are committing to also maintain a spirit of disruptive innovation, on top of building on our proven successes. To meet the challenges ahead it is important we maintain the drive for constant innovation, concepting, piloting and scaling of breakthrough ideas.

Team development

The BYCS team, and number of office locations, continues to expand fast (you can find out more about the team here: bycs.org/about). With that we are placing personal development and leadership at the heart of our employee support. In addition to the BYCS Organizational Values outlined earlier, we have also developed eight personal values to improve impact and professional development. We will be working this into our approaches in 2019, as well as implementing a range of new training opportunities.

Bike to work

One of our founding programs was Bike to Work, stimulating widescale shifts from cars to bikes for commuters through gamification, behavioural science and smart technology. Through embedding the program at the heart of a high profile collaboration (that we hope to announce soon) we will be updating, expanding the original approach, to make it even more inclusive, scalable and impactful globally.

Creative collaborations / global leadership

Being active at the UN and WHO summits provides a great platform to build on our global network. In 2019 we will also be actively engaging with and participating in a number of high profile international events and networks, as well as exploring ways to forge creative new allegiances with additional skilled organizations.

Our own sustainability

We also take our personal impact seriously and we are proud that 100% of our team includes cycling in at least part of their journey to work every day. In 2019 we pledge to also look at our office environmental impact and how we influence and support our local community.



Join us as we journey to 50by30

There is a lot to do if we want to get to 50x30. But looking at what we've been able to achieve so far, from the amazing work of the Bicycle Mayors to the commitment of our partners and collaborators, we are more motivated than ever to think bigger and push ourselves further, all driven by the unwavering belief that bicycles transform cities, and cities transform the world.

We'd like you to join this journey and work with us as we accelerate positive transformation. When you ask BYCS to work with you or when you adopt one of our products you are automatically joining a collective of people and places committed to making human-centric cities that are fit for the future, and to thereby delivering 50by30. In addition, with profits from this work being invested in our non-profit Bicycle Mayor network, you are also connecting this local work to global change, and allowing these global insights

to inform the effectiveness of your projects. But we are also looking for more partners to come forward and make direct contributions to this non-profit work. Even a small level of support will go very far in delivering tangible results for people and places. So join our network of supporters and partners, and let's keep asking the question,

'Where can the bicycle take us?'

Get involved bycs.org



Now, more than ever



Lee Feldman
Co-founder BYCS

Our world is facing major challenges, and what were once engines of economic growth are now threatening our own happiness, health and prosperity. A shift to cycling addresses this by stimulating higher, sustainable productivity, both at an individual and societal level. At the same time, as spending migrates towards more experiential and less material consumption, people will be demanding a closer connection to the cities they live in and visit. They will choose cities that have become human-centric, by putting the bicycle first. They will also demand greater quality of everything, not just food and water, but also air. The cities that embrace the bicycle will create healthy, prosperous communities, fit for the future, and accessible to all.



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**50% of
all trips by
bicycle by
2030**