



**FIELD SERVICE
PROJECT 14|15**

A FIVE-YEAR ACTION PLAN
FOR SINGAPORE CYCLING FEDERATION



**SINGAPORE
CYCLING
FEDERATION**



NUS
National University
of Singapore

Contents

1 Introduction	1
1.1 <i>Cycling Landscape in Singapore – Recent Developments of Cycling</i>	1
1.2 <i>Singapore Cycling Federation (SCF)</i>	2
1.2.1 <i>SCF’s Current Role in Singapore’s Cycling Scene</i>	2
1.2.1 <i>SCF’s Problems to be Solved</i>	3
2 Approach Taken	4
3 Methodology	6
3.1 <i>Online Surveys</i>	6
3.2 <i>Face-to-face Interviews</i>	8
4 Survey Results	10
4.1 <i>Cycling Behaviorgraphics</i>	11
4.2 <i>Cyclists’ Perception towards Events</i>	15
4.3 <i>Cyclists’ Perception of Cycling Clubs</i>	17
4.4 <i>Cyclists’ Perception of Singapore Cycling Federation</i>	20
4.5 <i>Cyclists’ Information Gathering Behavior</i>	23
4.6 <i>Cyclists’ Perception on Cycling Infrastructure</i>	25
4.7 <i>Non-Cyclists’ Perception towards Cycling</i>	27
5 Interview Results	29
5.1 <i>Interview with Midpoint</i>	30
5.2 <i>Interview with Joyriders</i>	32
5.3 <i>Interview with Joyriders Racing Team</i>	33
5.4 <i>Key Takeaways from Interviews with Cycling Clubs</i>	35
5.5 <i>Interview with Ministry of Education Student Development Curriculum Division</i>	36
6 Redefining the SCF – Action Plan	39
6.1 <i>Expanding SCF’s Focus</i>	41
6.2 <i>Developing Outreach Channels</i>	44
6.2.1 <i>Informing through the Website</i>	44
6.2.2 <i>Engaging through Social Media</i>	47
6.2.3 <i>Connecting through Memberships</i>	49
6.3 <i>Developing a Safe Cycling Culture</i>	53
6.3.1 <i>Raising Awareness on Safe Cycling</i>	54

6.3.2 Educating through Safe Cycling Programmes.....	57
6.3.3 Engaging through Safe Cycling Week	60
6.4 <i>Events</i>	63
6.4.1 Sustaining Ties with Competitive Cycling Community.....	64
6.4.2 Nurturing the Non-competitive Cycling Community	70
7 Summary of Five-Year Plan	73
8 Conclusion	74
9 Appendices.....	76
9.1 <i>Appendix A – Mass Survey Questions</i>	76
9.2 <i>Appendix B - Mass Survey Results</i>	95
9.3 <i>Appendix C – Interview with Team Midpoint.....</i>	124
9.4 <i>Appendix D – Interview with Joyrides Recreational Cycling Team.....</i>	129
9.5 <i>Appendix E – Interview with Joy Riders Racing Team</i>	142
9.6 <i>Appendix F – Interview Questions Emailed to MOE.....</i>	152
9.7 <i>Appendix G - Interview with MOE Student Development Curriculum Division.....</i>	153
9.8 <i>Appendix H – Summary of SCF’s Events in 2014</i>	155
9.9 <i>Appendix I – Detailed Timeline of Five-Year Plan</i>	156
9.10 <i>Appendix J – Presentation Slides</i>	157

1 | Introduction

1.1 Cycling Landscape in Singapore – Recent Developments of Cycling

Cycling in Singapore has received a lot more attention from the public in the recent years. Cycling has also gained popularity not only as a competitive sport but also as a leisure activity and as a way of commuting.

With Sport Singapore’s “Vision 2030” plan in place, cyclists in Singapore can look forward to more opportunities to engage in the sport as well as an enhanced local sporting environment. As such, cyclists in Singapore can anticipate more opportunities to take part in cycling events such as the OCBC cycle and Cycle Asia Singapore.¹

Furthermore, with the implementation of the “National Cycling Plan” by Urban Redevelopment Authority, cyclists in Singapore can also expect greater connectivity island-wide² and more cycling-friendly infrastructure in the years to come.

As such, with more opportunities to engage in cycling and better infrastructure, the cycling landscape in Singapore seems to be relatively rosy and is on track to becoming an even more popular sport, leisure activity and transport alternative.

¹ Woo, J. (2014, July 22). 2 Big Cycling Events to be Held in 2015. Retrieved from AsiaOne: <http://news.asiaone.com/news/singapore/2-big-cycling-events-beheld-2015>

² Sim, R. (2013, October 10). More Than 700km Cycling Paths by 2030. Retrieved from AsiaOne: <http://transport.asiaone.com/news/general/story/more-700km-cycling-paths-2030>

1.2 Singapore Cycling Federation (SCF)

1.2.1 SCF's Current Role in Singapore's Cycling Scene

Singapore Cycling Federation (“SCF”) is the organization responsible for the development and promotion of cycling in Singapore. SCF seeks to promote cycling in Singapore by developing both the recreational and competitive aspects of cycling and all of its respective disciplines such as Road, Mountain Bike and BMX.

SCF has been active in the development and promotion of the local competitive cycling scene, through the undertaking of two main roles. Firstly, as the national federation of cycling, SCF is recognized by the International Federation of Cycling (UCI) and affiliated with the Asian Cycling Confederation (ACC). As such, SCF is responsible for the licensing of competitive cyclists, sanctioning of local cycling events as well as ensuring compliance of UCI international regulations in competitions worldwide involving Singapore cyclists and Singapore-registered teams. Secondly, as a National Sport Association in Singapore, SCF is responsible to Sport Singapore for the promotion of the sport and development of the cycling industry, and to Singapore National Olympic Committee for making recommendations of athletes for representations in international competitions.

To promote engagement in the competitive cycling scene, SCF has organised time trials and championships for the various disciplines of cycling annually and are also highly involved in discovering local cycling talents for representation in international competition.

However, efforts by SCF to promote recreational cycling in Singapore remain relatively limited. Such efforts are presented in the form of cycling programmes and outreach events to increase the general public's participation in cycling. Furthermore, in view of the increase in public focus as a result of cycling-related accidents and fatalities, much more should be done to promote a safe cycling environment, which is in agreement with SCF's mission statements.

1.2.1 SCF's Problems to be Solved

SCF approached the National University of Singapore (NUS) Business School for a Five-Year Plan through which SCF wants to define its strategic objectives and actionable plans for the next few years. SCF also seeks to understand its role and proposition in the context of the larger national strategy for sports. Further, with this strategic Five-Year Plan, SCF seeks to garner the mindshare and buy-in of the various stakeholders of the sport of cycling.

Specifically, the following are the proposed deliverables for the Five-Year Plan:

- (1) A strategic Five-Year Plan for the sport – “Vision 2020”
- (2) Redefined Vision and Mission statements
- (3) An annual plan on a year-on-year basis with clearly articulated key objectives and specified deliverables

2 | Approach Taken

To map out a Five-Year Plan for SCF, we believe it was necessary to find out how the community perceives them to be. Therefore, there was a need to conduct primary qualitative and quantitative research. The purpose of these primary research tools would also be to provide new insights and perspectives on the cycling community, and determine if there are any opportunities for SCF to undertake to develop the cycling community. Taking these findings into consideration, recommendations would then be crafted for implementation by SCF over the course of five years.



**PRIMARY
RESEARCH**

3 | Methodology

An online survey and face to face interviews were conducted.

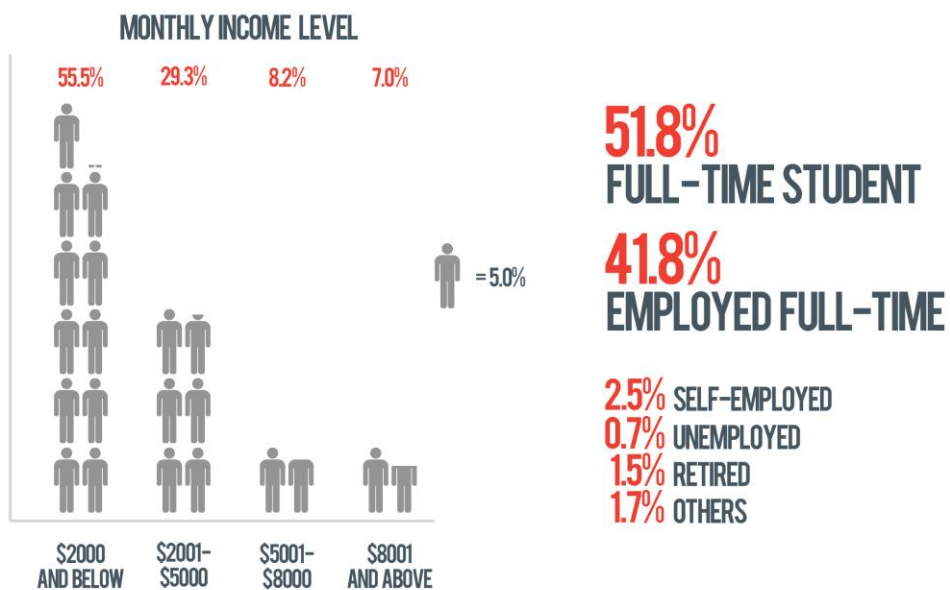
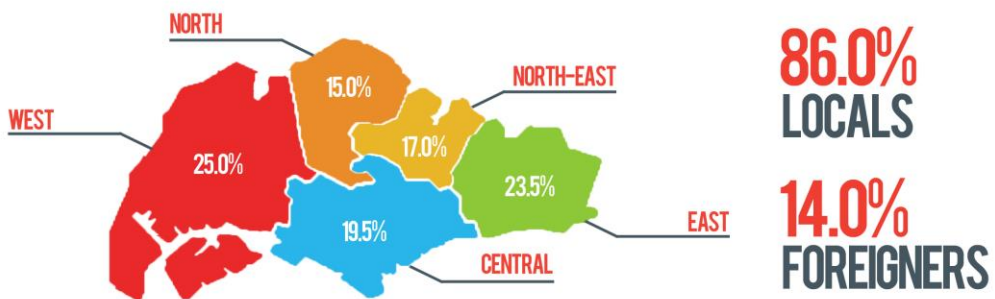
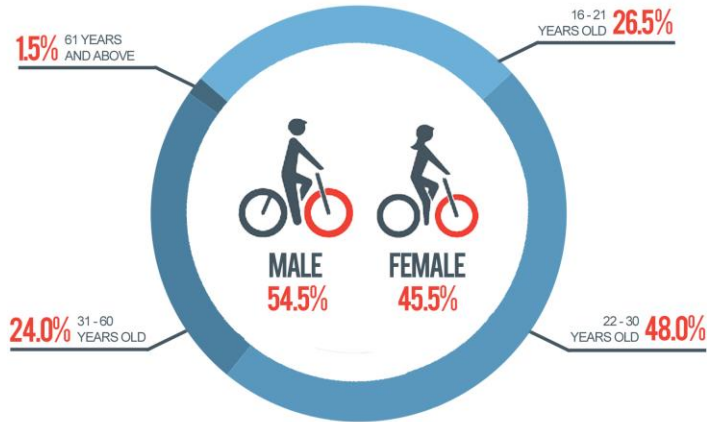
3.1 Online Surveys

The online survey consisted of seven different sections, namely (i) cycling behaviorgraphics, (ii) cyclists' perception towards events, (iii) cyclists' perceptions of cycling clubs, (iv) cyclists' perception of Singapore Cycling Federation, (v) cyclists' information gathering behavior, (vi) cyclists' perception of cycling infrastructure, and (vii) non-cyclist' perception towards cycling. The detailed findings and analysis from each of these segments can be found in the following section, **Section 4: Survey Results**. The survey questions can be found in **Appendix A**, and the survey results can be found in **Appendix B**.

The online study was conducted from 17 October 2014 to 15 January 2015. The team conducted the study using an online survey software, Qualtrics, and respondents were invited to participate in the survey via a survey link that was disseminated. The survey aims to gather insights on the people's perception of cycling in Singapore, as well as their cycling habits. The survey consisted of 42 questions, crafted using a combination of multiple choice, Likert scale and free response questions. The survey took an average of 5 minutes to complete, but the exact time for completion differs widely for individuals depending on the selections that the individuals make.

DEMOGRAPHICS

400 SURVEY RESPONDENTS



The online survey was open to all and was done completely voluntarily and anonymously. Demographics of the respondents are as follows:

A total of 400 completed responses were received. Aging from 16 to above 60 years of age, the gender distribution was roughly balanced, with 218 males and 182 females.

- Most of the respondents are either full-time students (52% or 207 of 400) or full-time employed (42% or 167 of 400).
- A majority of the respondents have an income level between 0 – 2000 SGD per month (56% or 222 of 400).
- All respondents are based in Singapore. The majority of the respondents are Singaporeans (86% or 343 of 400). Other respondents come from Malaysia, Indonesia and People's Republic of China, among other countries.
- Respondents are evenly dispersed across various residential areas in Singapore.

3.2 Face-to-face Interviews

In addition to the online surveys conducted, the team further conducted face to face interviews with several cycling clubs in Singapore as well as the Physical Education Division of the Ministry of Education (MOE) Singapore.

Our main purpose for interviewing the cycling clubs was to gain a broad understanding on how the cycling clubs function, how they view the cycling

community in Singapore, what do they think of the existing cycling events, and their perception towards SCF. Conversely, the interview with the Ministry of Education Singapore seeks to gather information on how SCF can introduce cycling into the school curriculum, or find other avenues whereby the sport of cycling can be exposed to young children, which is in line with SCF's mission of developing cycling for all in Singapore from young.

The detailed findings and analysis from each of the interviews can be found in **Section 5: Interview Results**. The transcripts of the surveys are appended at the end of this report under **Appendices C to G**.

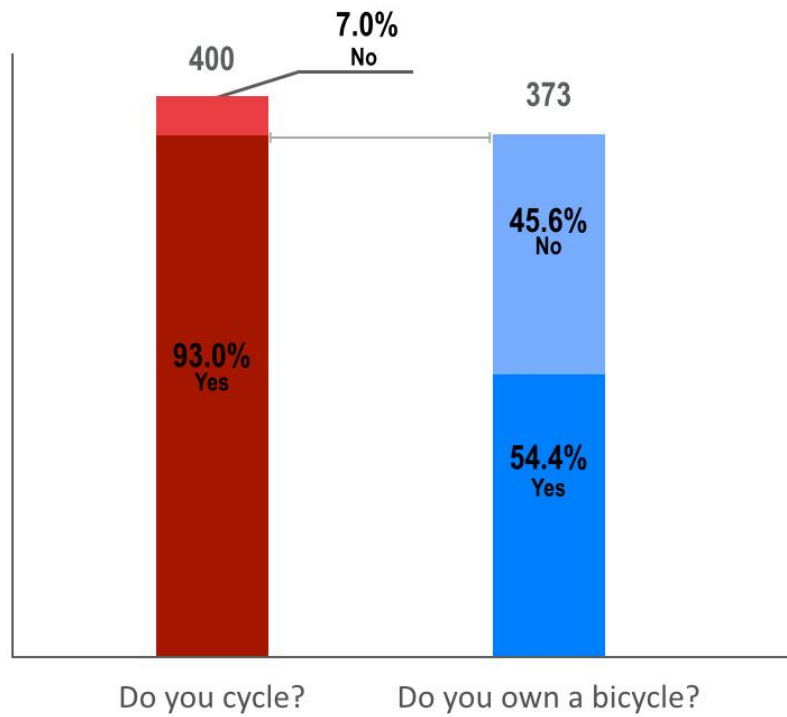
4 | Survey Results

The team has identified a total of seven key areas for the survey, including cyclists and non-cyclists' perception towards cycling; cyclists' perception of cycling events, cycling clubs, SCF and cycling infrastructure; as well as cyclists' information gathering behavior. The reason for surveying multiple areas is to ensure that a comprehensive set of data would be collected for analysis and subsequent recommendations.

For ease of readability, the detailed findings and analysis of the surveys are broken down into each of the respective segments in the survey. Respondents who know how to cycle shall thereafter be referred to as "cyclists", and those that currently do not know how to cycle are referred to as "non-cyclist".

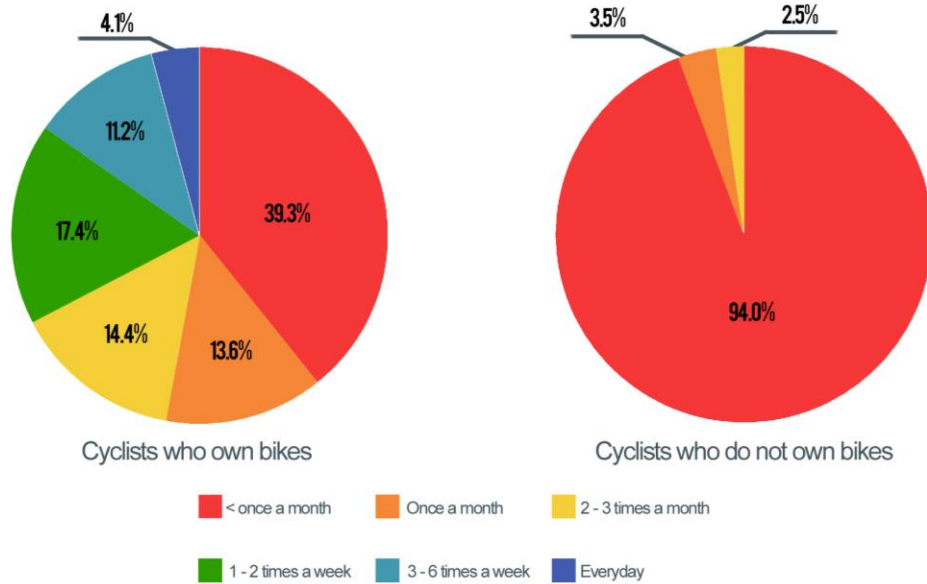
4.1 Cycling Behaviorgraphics

Key Findings:



- Out of 400 respondents, 93% of them are cyclist.
- More than half of these cyclists (54%) own their own bicycle.

HOW OFTEN DO YOU CYCLE?



- 241 of 373 cyclists (64%) stated that they cycle less than once a month, and cyclists who cycle at least three times a week to daily forms only 8% of the total cyclists population.
- Cyclists who have their own bicycles cycle more often than cyclists who have no bike ownership. All 170 cyclists who do not own their own bicycles cycle 2-3 times a month or less, with 94% of them cycling less than once a month.
- When the cyclists were asked to choose one or more main reasons for cycling from a list of options, most of the cyclists cited “Leisure” (83%) as the main reason, and “Exercise” was the second most cited reason, standing at 53%.

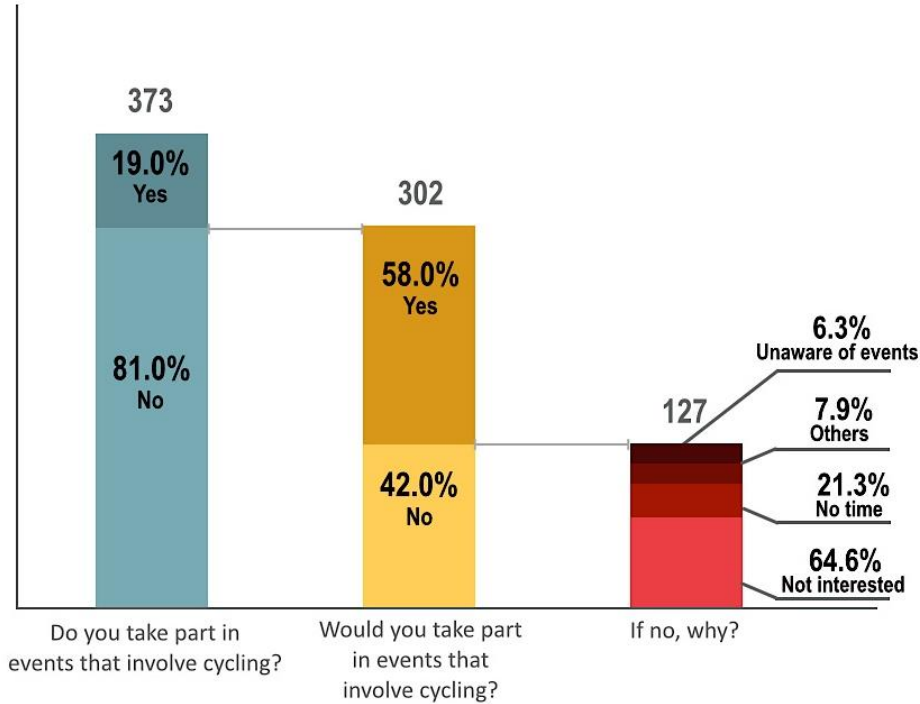
- Similarly, when the cyclists were asked to choose one or more places that they usually cycle at, majority of the cyclists cited that they usually cycle “In parks” (62%), followed by a substantial number who cycle on park connectors (45%) and on the roads (43%).
- Better infrastructure was cited as the most motivating factor in getting cyclists to cycle more frequently, with the highest number of cyclists (47%) selecting this option as “very motivating”. This is followed by bicycle ownership, in which 28% of cyclists cited it as a “very motivating” factor in getting them to cycle more frequently. For the purpose of this question, better infrastructure was defined with examples such as having more bicycle stands, wider cycling paths and longer park connectors.
- Cycling events proved to be the least motivating factor in getting cyclist to cycle more frequently, with only 13% of cyclists selecting the choice as “very motivating” for them to cycle more frequently from a list of options available.
- In addition, from the optional free response portion of this question, 6 out of 20 cyclists who responded cited “Safety” as a motivating factor for them to cycle more often.

Main Takeaways:

- Although a large majority of the respondents do know how to cycle, the frequency of them cycling is low.
- There is a positive correlation between bicycle ownership with the frequency of cycling.
- Respondents place much importance on the cycling infrastructure in Singapore. Hence, there is a need to improve the cycling infrastructure to encourage more people to cycle more frequently. Conversely, cycling events may not be the most suitable method to encourage people to cycle more frequently.

4.2 Cyclists' Perception towards Events

Key Findings:



- 302 of 373 cyclists (81%) currently do not take part in events that involve cycling.
- Out of these 302 cyclists, 58% stated that they would participate in events that involve cycling.
- From the remaining 42% of cyclists (127 cyclists) who stated that they would not participate in events that involve cycling, 83 of them stated that they are not interested in such events. Further, from the free response gathered, few respondents cited safety issues as a concern. Some of the respondents do not see themselves as someone who wants to do competitive cycling, and they have the perception that cycling events are usually competitive in

nature. The full set of responses can be found under Question 10 of **Appendix B**.

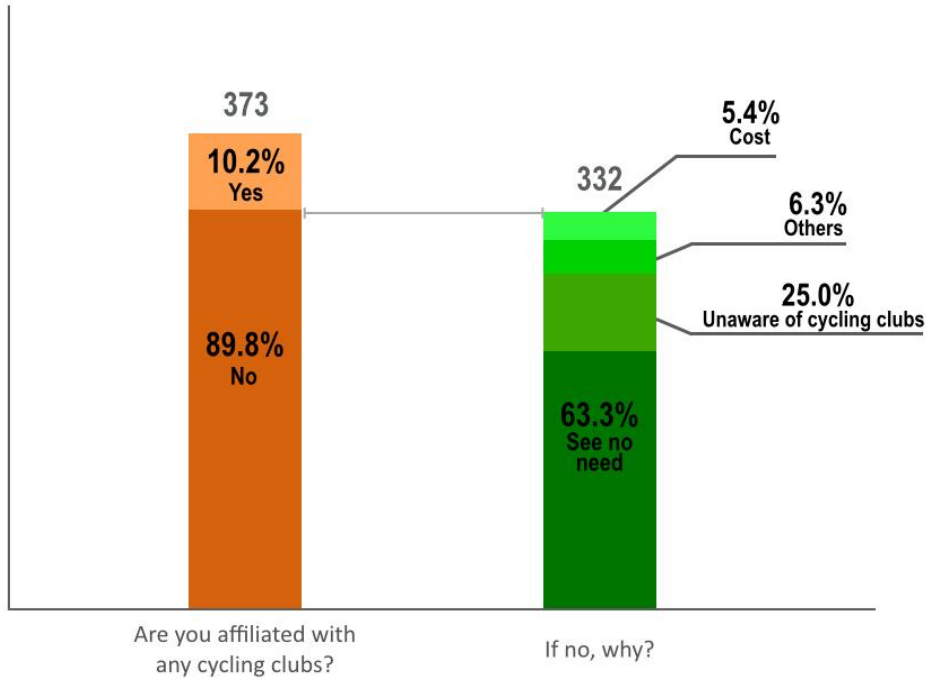
- For the question requiring cyclists to rate in importance elements of an event that involves cycling, “Participation cost” is ranked as the top element by 40% of the cyclist. This is followed by “Novelty” as the next most important element (23%). Conversely, “Competitive element” is seen as the least motivating element (8%).
- For the optional free response portion of the same question, a total of 10 responses were received. Half of the responses cited “Safety” as an important element for events that involve cycling. The other responses include: “Time of event”, “Event fringe activity” and “Camaraderie”. The full set of free responses can be found under Question 7 of **Appendix B**.

Main Takeaways:

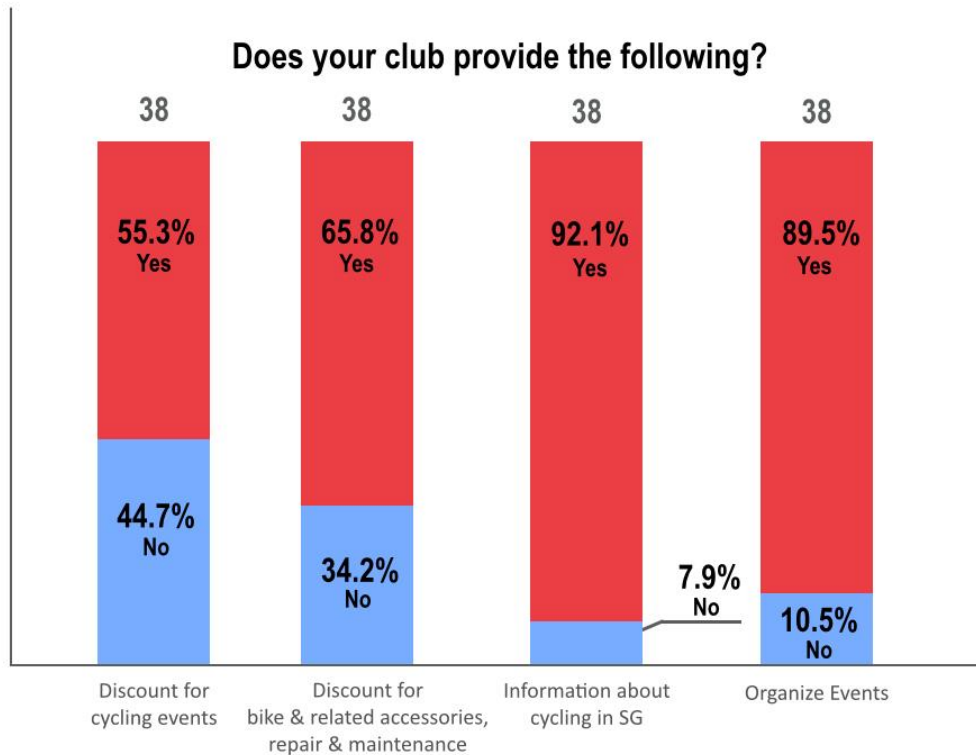
- From the responses gathered from this segment, it was noted that many perceive cycling events as being competitive in nature.
- Apart from participation cost, novelty is the next most important element for events that involve cycling. Thus, SCF should look into having novel ideas for their events.
- Safety is a key element for events that involve cycling. A safer cycling culture would encourage higher participation in these events.

4.3 Cyclists' Perception of Cycling Clubs

Key Findings:



- 335 of the 373 cyclists (90%) are currently not affiliated with any cycling clubs.
- Only 38 of the 373 cyclists are currently affiliated with one or more cycling clubs.
- Of those not affiliated, 63% stated that they see no need to be affiliated with any cycling clubs.
- For cyclists who are affiliated with one or more cycling clubs, the length of their membership is an average of 2.6 years.



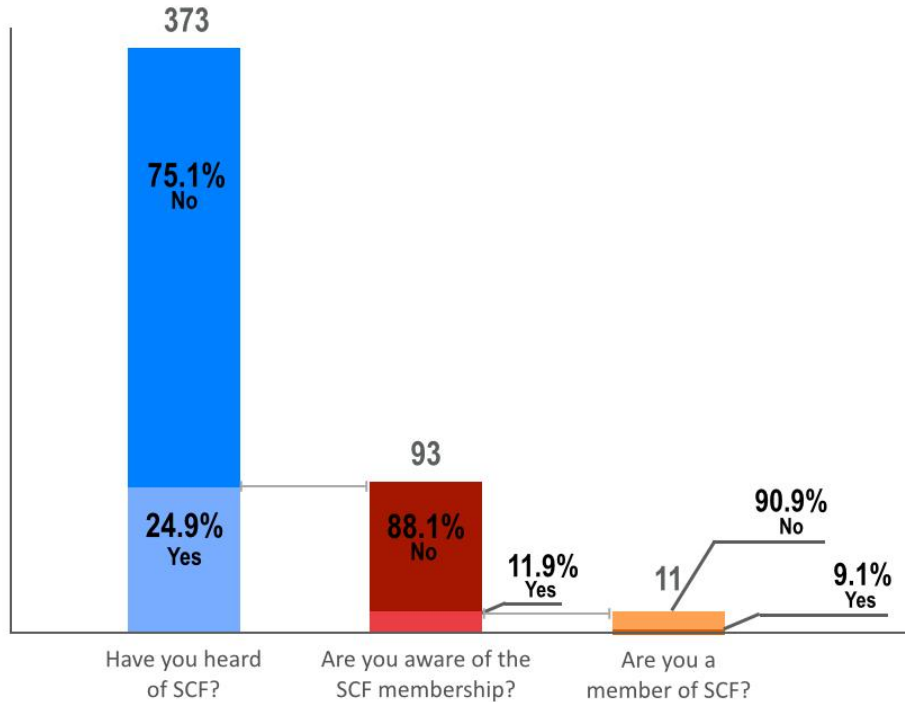
- For those who are affiliated, only 17 cyclists indicated that their cycling clubs provide discounts for cycling event, with the remaining 21 selecting “No” for this question.
- In addition, 25 cyclists indicated that their cycling clubs provide discount for bicycles and related accessories, repair and maintenance, while 13 cyclists replied in the negative for the same question.
- When asked if their cycling clubs provide information on cycling in Singapore, 35 cyclists indicated “Yes” and only 3 cyclists indicated “No”.
- Similarly, 34 cyclists indicated that their cycling clubs organize events, and 4 cyclists stated that their cycling clubs do not organize events.

Main Takeaways:

- Cycling clubs generally do not provide discounts to members for events, bicycles and repairs currently.
- Most respondents are not affiliated with cycling clubs and see no need for it.

4.4 Cyclists' Perception of Singapore Cycling Federation

Key Findings:



- 75% of cyclists (280 of 373) have not heard of the Singapore Cycling Federation before.
- Out of the 93 cyclists who have heard of SCF, 88% of them (82 cyclists) were not aware of the membership that SCF offers. The remaining 12% (corresponding to 11 cyclists) have heard of the SCF membership.
- Of the 11 cyclists who are aware of the SCF membership, only 1 of them is currently a member of SCF.
- Among the 93 cyclists (25% of total cyclists) who have heard of SCF, few actually fully comprehend the role of SCF and the many functions that it carries out. Some cyclists were able to correctly identify SCF's role as a body to

promote cycling in Singapore, but were unable to name out the other roles undertaken by SCF.

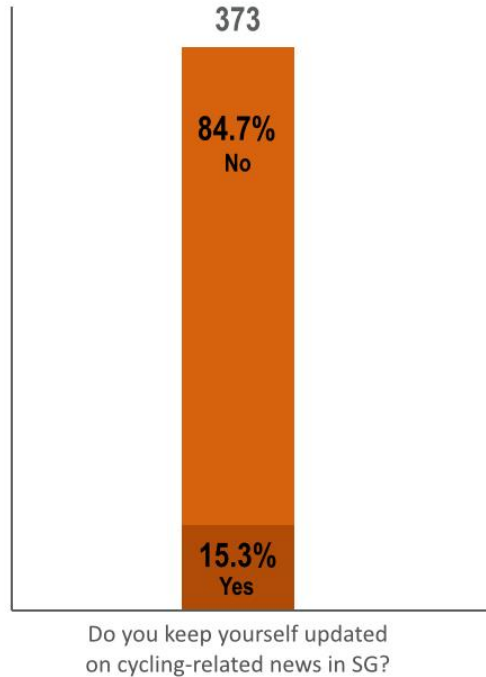
- Out of the 93 cyclists who have heard of the SCF, 43% of them cited “Price of membership” as the most important factor in considering a membership with SCF. “Discount for bicycles and related accessories, maintenance and repairs” followed as the second most important factor with 37% of the responses.
- Similarly, for the 280 cyclists who have not heard of SCF but were given a short description of what SCF and the membership programme is about also cited “Price of membership” as the most important factor in considering a membership with SCF (50%). “Discount for bicycles and related accessories, maintenance and repairs” followed as the second most important factor as well with 38% of the responses.
- When asked to provide a figure of how much the cyclists are willing to pay for the annual membership of SCF, the average value given by cyclists who have heard of SCF is 35.37 SGD.
- For the same question posed to cyclists who have not heard of SCF but were given a short description of SCF and its membership programme, the cyclists indicated a willingness to pay an average value of 29.58 SGD for the annual membership.

Main Takeaways:

- From the response gathered, the SCF's exposure to the public is very limited.
- Respondents are generally unaware of SCF's current membership.
- Respondents consider price as well as discounts for bicycles and related accessories, maintenance and repairs as the most important attributes of a membership

4.5 Cyclists' Information Gathering Behavior

Key Findings:



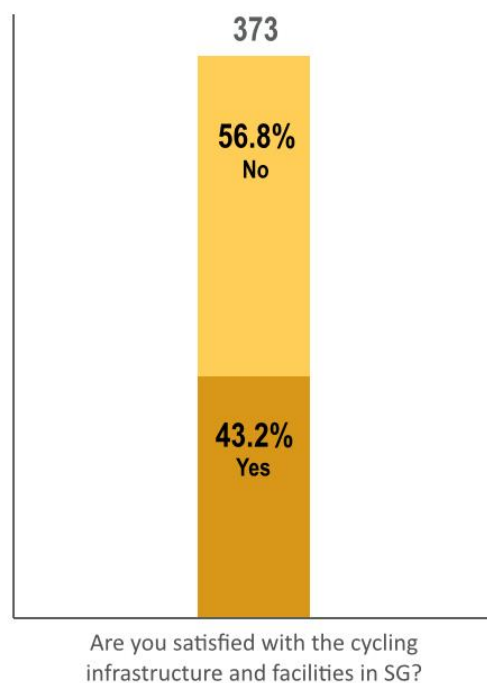
- 85% of the 373 cyclists do not keep themselves updated on cycling-related news in Singapore.
- 246 cyclists cited that that they would like to receive cycling-related news via “Social Media” such as Facebook, Twitter and Instagram. This is closely followed by “Emails”, cited by 215 cyclists. “Direct mailers”, “SMS” and “Cycling forum” are the options that cyclists have the least preference for, with each option cited by only 57, 56 and 55 cyclists respectively. This question allows for the selection of multiple options, thus each cyclist was able to select one or more information dissemination methods.

Main Takeaways:

- Cyclists are currently not keeping themselves updated with cycling-related news in Singapore.
- If SCF were to be providing them with cycling-related news, they should do so via social media, followed by emails, as these are the most preferred methods highlighted by respondents to obtain cycling-related information.

4.6 Cyclists' Perception on Cycling Infrastructure

Key Findings:



- 57% of cyclists are not satisfied with the cycling infrastructure and facilities in Singapore.
- For the free response question on what do these cyclists think can be improved in terms of cycling infrastructure and facilities in Singapore, majority of them cited the need for designated cycling lanes on roads and improvement to existing cycling paths, with responses such as “lane for cyclists”, “bicycle lanes on roads” and “designated cycling lanes”.
- Other responses calls for safer roads, secured bicycle parking, and more connectivity of the existing park connectors, with responses such as “more cycle paths and public awareness of cyclist”, “more secured way of storing bicycles”

and “safety for cyclists and the linkages for park connectors are simply disconnecting”. The full responses can be found under Question 27 of **Appendix B.**

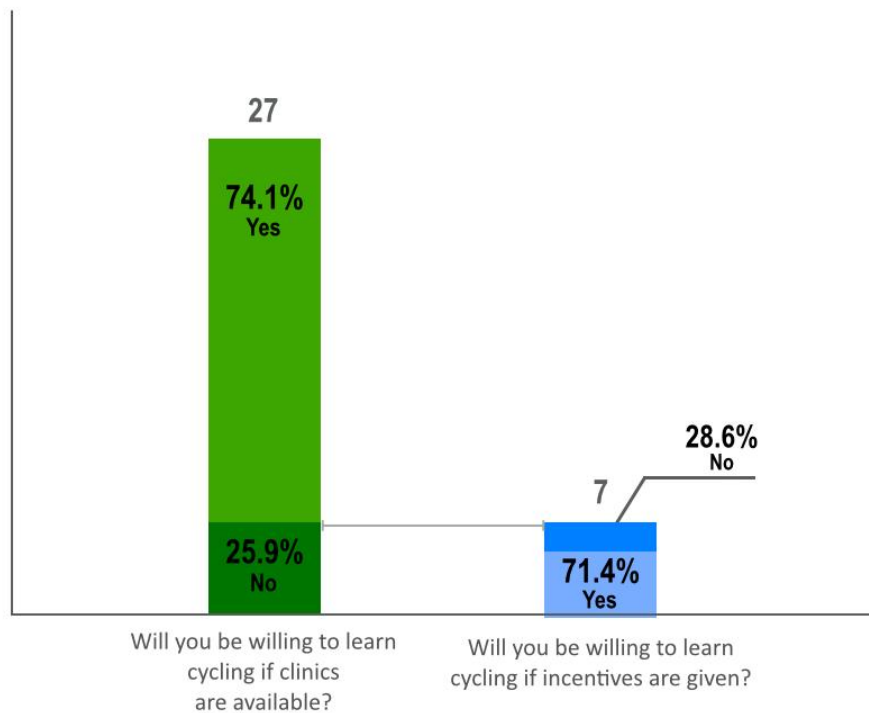
Main Takeaways:

- Many cyclists feel that cycling infrastructure in Singapore is currently lacking.
- Safety resurfaced as a main concern for cyclist.

4.7 Non-Cyclists' Perception towards Cycling

Due to the small number of responses received for this section, we would not place too much significance on these responses or draw any conclusions from them. However, the key findings obtained can be found in the following.

Key Findings:



- Of the 27 non-cyclists surveyed, 74% of them indicated that they would be willing to learn cycling if such clinics were available.
- They indicated their preference to having these clinics in the parks (70%), and also showed a preference for these clinics to be held during the weekends (27 of 38 responses, with the option of selecting multiple options).
- The average length of each session is preferred to be 2 hours.

- The 20 willing non-cyclists are willing to pay an average of 13.55 SGD per session of the clinic.
- Out of the 7 respondents who indicated that they will not be willing to learn cycling even if cycling clinics are available, 5 of these respondents indicated that they will be willing to learn cycling if incentives are available. There was a preference for monetary voucher as incentives, with all 5 respondents ranking this form of incentive as their first or second choice.

5 | Interview Results

To further understand the cycling landscape in Singapore as well as the opportunities that can be tapped onto, the team conducted face-to-face interviews with different groups of cyclists as well as the Ministry of Education (MOE). The key following sub-sections consists of the main findings of the surveys. A list of key takeaways from the interviews with the cycling clubs can be found in **Section 5.4**.

5.1 Interview with Midpoint

Team Midpoint is an amateur cycling group based in Toa Payoh. The group has been established since 2008, and conducts 3 main rides every week. The interview with Team Midpoint was conducted on 22 October 2014 with Daryl Chan, a member of the cycling club. The following are some of the important findings from the interview. The full transcript of the interview can be found under **Appendix C**.

- There is no membership fee for joining Team Midpoint. However, one has to get the club's jersey to be part of the team.
- The club uses Facebook as the main platform to disseminate information on cycling events as well as discount on bikes and maintenance.
- The club gets information of events, activities and discounts from other Facebook groups and race organizers directly
- The club currently has no collaboration with SCF or other cycling clubs. However, they do join events held by other clubs and vice-versa.
- The club is not against the idea of disseminating information on cycling for SCF.
- The interviewee felt that novelty is an important factor when it comes to cycling events.
- With regards to cycling infrastructure, the interviewee stated that he felt that the current infrastructure is lacking and should be improved to increase the take-up rate of cycling in Singapore. He also mentioned that safe cycling is

currently lacking, and that more workshops and education on this area would be good.

- The interviewee mentioned that SCF is doing adequate in the competitive cycling sector, but lacking in the recreational cycling portion. He suggested that more workshops and events could be conducted by SCF.

5.2 Interview with Joyriders

Joyriders is an amateur cycling group formed in 2003, and is currently one of Singapore's largest recreational cycling community. The group has rides on every day of the week except for Monday. The rides are conducted at different speeds which riders are free to choose from. The interview with Joyriders was conducted on 5 November 2014, with Darren Tham, one of the ride leaders and administrator of the social media group of Joyriders. The following are the important findings of the interview. The full transcript can be found in **Appendix D**.

- The club does cycling together with members of other clubs, but do not have any affiliation with each other.
- The club does work with a few bike shops to provide discounts for members.
- Social media is used to disseminate information with regards to events and updates. The management team receives information of cycling events from organizers directly due to their networks.
- With regards to his perception on SCF, he believes that SCF would be able to do more provided that there is more funding for them.
- The interviewee mentioned that more should be done with regards to the safety aspects of cycling in Singapore.
- SCF is also not seen as having enough authority yet, and not established enough to be an advocator of safe cycling.

5.3 Interview with Joyriders Racing Team

Joyriders Racing Team is an exclusive racing team formed out of the Joyriders in 2012. The team consists of about 15 members who participate in competitive racing events both in Singapore and abroad. They are also registered as a non-profit society under the Singapore Registry of Societies. The interview with Joyriders Racing Team was conducted on 29 October 2014, with Lucas Goh, the Vice President of the team. The following are the important findings from the interview. A full transcript of the interview can be found under **Appendix E**.

- The interviewee stated that the team receives racing and events information mainly via Facebook, and word of mouth. Thereafter, they will input the dates and details of these races onto a spreadsheet, which works to inform members of the upcoming races, and obtain their preferences on which races they would like to train for.
- The interviewee stated that safety is an important element for the team in deciding to participate in the cycling event or not.
- The degree of organization matters more than race fee when it comes to selecting which competitive cycling event to join. The team does not mind paying more for an event as long as it is well organized.
- With regards to SCF, the interviewee felt that SCF needs to present itself more clearly to the cycling community both for competitive and recreational cycling. Also, SCF should have more transparency and outreach programmes targeted at the cycling community.

- Interviewee suggested for SCF to come up with more events for recreational cycling and a programme to link up new cyclists to cycling groups in different regions in Singapore and provide information on how to reach these groups.

5.4 Key Takeaways from Interviews with Cycling Clubs

- Other than by word of mouth, social media is commonly used by cycling clubs as a means to receive and disseminate information about cycling.
- Novelty is an important factor in eliciting interest from cyclists.
- Safety is an element that is currently lacking, and that safe cycling should be promoted.
- The interviewees call for more safety workshops and education programmes by SCF.

5.5 Interview with Ministry of Education Student Development Curriculum Division

The interview with MOE was conducted on 17 November 2014, with Ravi Chandra, a Physical and Sports Education Officer of the Student Development Curriculum Division. Prior to the interview, the team had sent a list of questions via email to MOE, and these questions can be found in **Appendix F**. The following outlines the important findings from the interview. As recording was not allowed, the team was unable to prepare a full transcript of the interview. However, a summary of the interview had been prepared and can be found in **Appendix G**.

- MOE curriculum review happens every 6 to 10 years, whereby they would review the existing curriculum and make decisions with regards to the curriculum to be taught for the next implementation period
- Last review was in 2006, with 2014 being the first year of implementation of the new curriculum
- How a sport gets selected is based on the needs of students as well as competency of Physical Education teachers.
- Such information is gathered through a needs survey conducted by MOE.
- Possibility of introducing cycling to primary schools as part of their post exam or enrichment activity under the Sports Education Programme (SEP).
- To be listed on the vendor list for the SEP, SCF has to partner with an external vendor.

- Awareness programmes in individual schools are implemented based on the needs and budget of the school, safety considerations, and the time period that it can be conducted.

Main Takeaways:

- Possible limitations to introduce cycling into the school curriculum as the next review of curriculum would be at least 6 years away
- To really bring safe cycling programmes to school, SCF will have to contact the schools directly and work with them on carrying out the initiatives on their own.



FIVE-YEAR ACTION PLAN

6| Redefining the SCF – Action Plan

To generate an actionable five-year plan for SCF to implement, we considered the findings that we have gathered from our research. A three-layered approach as seen in **Figure 1** is proposed, where SCF is required to implement the first layer before being able to successfully implement the layers thereafter. The first layer involves SCF expanding their focus and addressing concerns of the general cycling population, which includes both competitive cyclists and leisure cyclists. This layer requires the buy-in from the directors of SCF to ensure that it can embark on the implementation of the rest of the layers. The second layer involves the development and management of outreach channels. SCF's outreach channels include social media platforms, its corporate website and its membership programme. A proper management and refurbishment of these channels will provide SCF with the critical mass to implement the final layer, which involves the creation of a safe cycling culture in Singapore, as well as the organization and facilitation of cycling events.

FIVE - YEAR ACTION PLAN

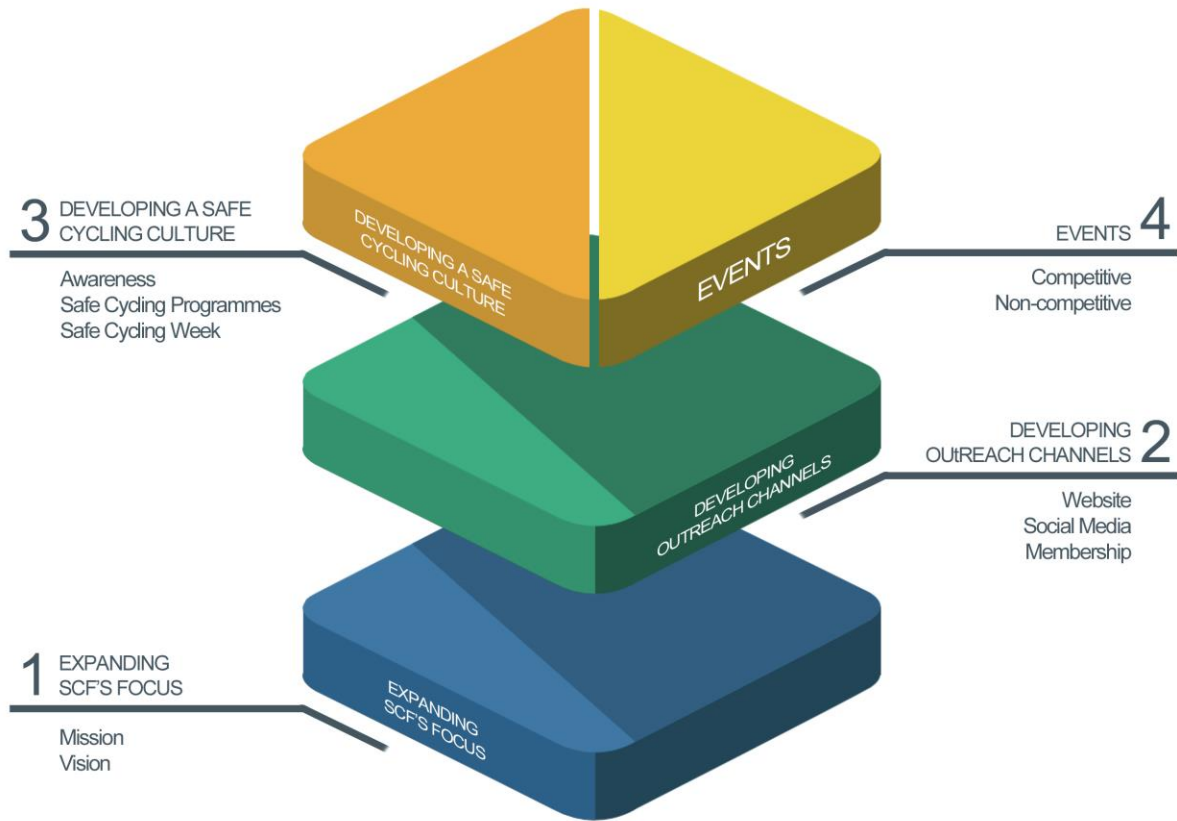


Figure: 1 Proposed Five-Year Plan for SCF

6.1 Expanding SCF's Focus

From our survey findings, it can be concluded that SCF as a federation faces two challenges. The first challenge is that it is relatively unheard of. The second challenge is that even when respondents are familiar with SCF, there is a tendency for it to be perceived in an unintended and incorrect manner. These challenges would become sizable roadblocks to any initiatives that SCF decides to embark on. For instance, SCF is likely to face problems when garnering the mindshare of both the competitive and non-competitive cycling community and when establishing themselves as a body of authority. As such, we feel that it is necessary for SCF to first concretize their purpose before they implement other initiatives.

From SCF's website, their current vision is as follows:

"SCF's vision is to facilitate the opportunity for all in Singapore to develop cycling as a core life skill."

When considering SCF's current vision, we believe that it is too generalized. While promoting cycling should intuitively be part of SCF's purpose, other cycling organizations and clubs in Singapore would also inherently be promoting cycling as well. Therefore, to differentiate itself from other cycling organizations and establish its authority in the local cycling scene, SCF has to expand on its current vision and mission.

From our survey, safety is a common theme which emerges throughout. Even without prompting, it is stated as the main concern among respondents for open-ended sections. Safety also re-emerges as a concern and factor in influencing cyclists' decision when joining a cycling event. As such, it appears that a safer cycling environment in Singapore would motivate more people to become more active cyclists. As an organization that is in charge of promoting cycling, addressing the public's concern of safety puts SCF a step closer in achieving its objectives. Therefore, we believe that promoting safety should not merely be seen as a means to an end. Instead, it should become an end in its own right. Therefore, we propose SCF's new vision to be as such:

“SCF's vision is to promote a safe and conducive environment for the development of all aspects of cycling in Singapore.”

With this tweak in the vision, we address two problems. First, SCF would now be able to differentiate itself from other cycling organizations by branding itself as a body that provides safety assurances that can be relied upon by cyclists in Singapore. Second, SCF would address the concerns for safety raised by cyclists, and thus become an organization that would resonate deeply with their beliefs. We believe that it is necessary for SCF to expand its focus as its first step in the Five-Year Plan, because this provides the direction upon which our other recommendations would be built upon. This new vision requires SCF to ideate and innovate new initiatives

to promote safe cycling. In the next few sections, our action plan will reveal recommendations specifically to address this new vision. Further, to support the new vision, we propose a re-organization and streamlining of SCF's mission statements to be as follows:

“To cultivate a safe cycling environment across all ages.”

“To promote different disciplines of cycling, namely Road, Mountain Bike and BMX for all.”

“To provide the individual rider with the opportunity to upgrade their skill levels.”

“To develop a strong team to represent Singapore cycling internationally.”

6.2 | Developing Outreach Channels

Besides changing SCF's mission and vision to reflect its change in focus, SCF has to look into its various outreach channels and seek to improve it. Doing so would increase SCF's presence in Singapore, as well as increase the base of cyclists that SCF could tap into for its future initiatives. We have identified three main outreach channels of SCF, namely its official website, its presence on various social media platforms, and its membership programme.

6.2.1 Informing through the Website

SCF, like many other organizations, has an online corporate website. Of the list of questions one must ask when developing a website³, it is vital for any organization to consider the purpose of the website as well as the image that it wants to portray to viewers. When visiting SCF's website at *cycling.org.sg*, a visitor is first greeted with images of professional-looking mountain-bikers in mid-air, or at the start line of a race. After navigating through the website, the visitor would begin to notice that the events mentioned under the 'Upcoming Events', 'Completed Events' and 'Event Results' tabs are mostly competitive in nature. Therefore, based on the impression that the website gives, a visitor would identify SCF as an organization that is catered for competitive and professional cyclists. While effective, SCF's current website appeals to only a small portion of the cycling community in Singapore.

³ deGeyter, S. (2014, June 17). 100+ Questions You Must Ask When Developing A Website. Retrieved from Marketing Land: <http://marketingland.com/100-questions-you-must-ask-when-developing-web-site-86342>

Moving forward, it would be better to modify the website such that it appeals to the entire community.

It is important for SCF to address this issue. As an organization that relies heavily on the website for the dissemination of information, it could be said that the website is the first point of interaction between SCF and the public. Reorganizing the website would be an important step in providing the right impression to the public. To alter the competitive image that SCF portrays through its website, a revision of the website's information architecture is needed. This does not require extensive re-design of the website. Instead, small effective steps could be taken which would make a huge difference. For example, a change of images displayed on the home-page to that of a family cycling happily in a park could do wonders in portraying the SCF in a new light. Only simple coding is required, and SCF could rely on cheaper freelance web-designers to reorganize the content on its website.

It is industry practice to ensure that a corporate website is frequently updated, and this is the second issue that SCF should address.⁴ For example, one of the images that used to be flashed across the screen upon entering the website in 2014 is the publicity for the Singapore National Road Cycling Championships 2013. Instances like this may affect the visitor's user experience as it portrays the website as being

⁴ Farmer, J. (2014, February 25). Keeping Your Website for Online Success. Retrieved from Evoluted: <http://www.evoluted.net/thinktank/copywriting/keeping-your-website-fresh-for-online-success>

out-of-date in terms of its content. Disheartened, the user may give up the search and rely on other online sources for information instead. Furthermore, an updated website increases its chances to be featured on search engines, and portrays an image to visitors that SCF has been active in its endeavors. To solve the problem, SCF should delegate the role of maintaining their online presence to one of its current staff. Another alternative would be to obtain a new hire solely for managing its online channels. While this may be a more expensive solution, a new hire would be able to dedicate his time to updating and maintaining multiple online channels that promote SCF, thus building SCF's online presence.

The last problem with SCF's website is that it does not provide a consolidated platform for information on cycling events. The events mentioned on the website are large in scale. However, the website ignores external cycling events like the NTU Bike Rally and the OCBC Cycle. This lack of information makes the website seem bare and unmanaged, exacerbating the problem mentioned in the previous paragraph. Solving this issue would make SCF the go-to organization for everything about cycling in Singapore, making it more appealing to a wider audience. Although these events are not organised by SCF itself, featuring external cycling events in the annual calendar would be beneficial in improving its image as the governing body for anything cycling-related. In the future, when SCF has established itself as the authority for all cycling-related matters, it could look into negotiating with other affiliated clubs to feature their events on its platforms as well. There are two methods to address this issue. The first method is the push method,

where a member of the SCF would actively source the cycling scene for any news or events updates to be put on the website. The second method is the pull method, where SCF publicly lets the cycling community, organizations and clubs in Singapore know about it providing a platform to publicize their events. We believe that a utilization of both methods would be the most effective, as the pull method would lighten the burden on the member engaged in the push method. However, the pull method would probably need some time to take off, as SCF has to increase the website's hit-count before organizations and clubs would view the website as worthy of their time to engage with to publicize their events.

6.2.2 Engaging through Social Media

From our survey, we can see that our respondents rely more on social media for news and information. As such, one of the new initiatives that we are proposing SCF to implement is its immersion into social media websites such as Facebook, Twitter and Instagram. These social media tools are more effective as being engaged on social media has been a rising trend among many Singaporeans, and thus increases the likelihood that any information disseminated via these channels are received by the end user.

There are also other benefits that having a corporate social media account would provide. For example, Facebook Insights is a service provided by Facebook to corporations with a Facebook page which gives them access to mounds of data. These data covers a wide range of information about the users that subscribe to

the Facebook page, including what they like and do not like, where they are from and when they are online. With this information, SCF could experiment with and back up their new initiatives like non-competitive themed cycling events with the hard data.

There are also other benefits from having a corporate social media account. Most social media websites have a mobile application to cater to the increasing number of users accessing them via mobile devices. As this trend continues, having an account on one of these social media networks would allow SCF to penetrate the mobile scene without spending tons of money to build a dedicated mobile application or a website that adjusts itself according to the screen size of mobile devices. Instead, the social media giants would do the heavy lifting for SCF by optimizing the page for both desktop and mobile devices. Thus, having a corporate social media account would allow SCF to expand its outreach without expending a lot of money.

SCF's website and social media accounts should be viewed as complementary and a two-pronged approach to engage the community and other organizations that may be interested in partnering with SCF. A website is more professional and able to hold more content, making it more suitable as a platform for information for clubs and organizations. However, having presence on social media networks would allow SCF to take advantage of its ease of updating and dissemination of information to the cycling community. It is important for SCF to take note that

having a corporate social media account would require frequent information updates so as to constantly engage its followers. Information has to be interesting, and could range from information on events to safe cycling, or even updates on Singapore's cycling infrastructure. Thus, this would make it even more necessary for SCF to look into getting a new hire to take charge of SCF's online presence.

6.2.3 Connecting through Memberships

Currently, SCF provides only one type of membership, which is made available on their website. This membership is the SCF License Membership which costs \$30 for adults and \$20 for youth, and is a requirement for an individual to participate in local races.

However, from our primary research, we believe that a single-tiered membership is not appropriate for the cycling community in Singapore as the community is diverse in terms of the cyclists' frequency and purpose of cycling. The current membership is a single tier and assumes a single persona for all the cyclists in Singapore. Therefore, we propose a two-tiered membership to address this issue as summarized in **Figure 2**.

SCF'S MEMBERSHIP PROGRAMME

	BASIC MEMBERSHIP FREE	UPGRADED MEMBERSHIP \$30 - \$35
Discounts for Cycling Events		✓
Discounts at Affiliated Bicycle Shops		✓
Automatic Subscription to SCF's Mailing List	✓	✓

Optional: License to cycle in local races

Figure 2: Proposed Two-tiered SCF Membership

As seen in **Figure 2**, the upgraded tier would be targeted at non-competitive and competitive cyclists, whether or not they are affiliated to any clubs. The membership fee for this tier would be more expensive but the membership would provide discount to an extensive number of cycling events throughout the year. It would also provide discounts at bicycle shops that are affiliated with SCF. SCF should look into targeting individual cyclists directly, as well as obtaining partnerships with potential cycling clubs. Becoming partners with these cycling clubs would provide SCF the opportunity to reach a larger group of cyclists through a single platform.

As for the basic tier of the newly proposed SCF membership, it would be targeted at infrequent casual cyclists. This membership would be free but has minimal benefits. Members of this tier would not be offered the discounts that members

from the upgraded tier enjoy. However, they would be immediately subscribed on to the mailing lists and gain updates on the local cycling scene.

On top of these two forms of membership, SCF should look into providing the license that they are currently selling as a separate add-on. This license is required and permits cyclists to compete in local races. This is because not all cyclists seek to cycle competitively. As such, having the license as a compulsory feature of the membership programme may deter some cyclists to becoming a SCF member. It is interesting to note that the current price that cyclists are paying for the membership is less than the amount cyclists are willing to pay as stated in the survey. This provides SCF with the leeway to look into readjusting its prices to better reflect the value that the local cycling community places on a SCF membership.

This refurbished structure of the membership would rely heavily on SCF being able to secure partnerships with local bicycle shops to ensure that the membership is worth its price to the members. Tying up directly with cycling clubs would be the fastest and cheapest way to increase its membership pool in the shortest period. With this new membership system implemented, SCF would be able to have an extensive mailing list which it could rely on to disseminate information. This is also more in-line with its vision of benefitting all cyclists in Singapore, and not solely the competitive ones.

In summary, the development of SCF's outreach channels involves refurbishment of its website and membership programme, as well as the establishment of its online presence on social media platforms. In the grand scheme of things, we believe that it is important for SCF to address these outreach channels as soon as possible, as they would provide a critical mass that would ensure the success of its other initiatives. Refurbishment of its website and the setting up of social media accounts require the least work and could be implemented quickly. Thus, we suggest SCF to address these two platforms first, before looking into improving its membership structure, which requires more research, information and liaising with external parties. While SCF is improving its membership structure, the website and social media accounts should continue to be updated for reasons stated above.

6.3 | Developing a Safe Cycling Culture

The development of a safe cycling culture in Singapore should be a national effort. This is because cyclists are often not the only ones responsible for cycling accidents in Singapore. More often than not, other road users such as drivers and pedestrians are also responsible for the happening of such mishaps. Thus, in order to promote safe cycling and develop a safe cycling culture, efforts should not only be limited to cyclists, but should also be extended to non-cyclists alike.

Further, it may be necessary for SCF to engage in dialogue with relevant authorities to attempt to develop a safe cycling culture and environment for all in Singapore. Such authorities include the Singapore Road Safety Council, National Parks Board and the Land Transport Authority, which was recently announced to become the coordinating authority for cycling related policies⁵. Given SCF's position in the cycling scene, SCF would certainly be able to offer relevant insights and help support the development of a better and safer cycling environment for all in Singapore.

On the part of SCF, there are 3 things SCF could do to promote safe cycling in Singapore. Firstly, to increase the awareness of safe cycling among the general public, SCF could disseminate safe cycling tips and information via their outreach channels established online, as well as through road shows and campus talks.

⁵ Channel News Asia. (2015, March 11). LTA will be Coordinating Agency for Cycling-Related Issues. Retrieved from Channel News Asia: <http://www.channelnewsasia.com/news/singapore/lta-will-be-coordinating/1708564.html>

Secondly, to build on the awareness of safe cycling, SCF should continue to conduct Safe Cycling Programmes and further explore opportunities to increase the scale of this programme in Singapore. Lastly, to encourage the public to come onboard the movement in developing a safe cycling culture, SCF could spearhead a nationwide campaign such as “Safe Cycling Week” in Singapore annually.

6.3.1 Raising Awareness on Safe Cycling

First, SCF should utilize its corporate website and various social media portals such as Facebook, Twitter and Instagram as channels to raise awareness on safe cycling. Upon building a critical mass for its online channels, SCF could then use these channels to disseminate information and tips on safe cycling to cyclists from the second half of Year 1 of the action plan.

SCF could come up with a “Safe Cycling Friday” information series for instance, in which tips on safe cycling would be updated on its social media accounts every Friday. In addition, SCF could also share write-ups from opinion leaders about safe cycling, new developments to local infrastructure that would make cycling safer, news articles about cycling accidents, etc via their corporate website or through a link to such information via its social media accounts.

By sharing such content, it would help to keep cyclists well-informed and reminded of the importance of cycling safely. Furthermore, given the proliferation of online channels as information sources, these channels would not only result in the

increased likelihood of such information being received by end users, but also result in increased chances of such information reaching the right target audience -- cyclists in Singapore.

Second, SCF should also conduct road shows to promote safe cycling more extensively from the start of Year 2 of the action plan. SCF could start by setting up booths in major cycling events such as OCBC cycle to target cyclists. Next, SCF could also work in conjunction with other organizations such as National Parks Board, Land Transport Authority and the Singapore Road Safety Council to conduct road shows to promote safe cycling. By doing so, SCF would be able to reach out to leisure cyclists who generally do not participate in cycling events, as well as to non-cyclists who do not know how to cycle but are also important stakeholders of safe cycling in Singapore.

Through face-to-face interaction during road shows, SCF could directly cover more aspects of safe cycling and respond to queries previously not covered. This way, SCF would be able to deliver information on safe cycling more extensively and effectively. Furthermore, reaching out to both cyclists and non-cyclists on a personal level would help to make SCF's effort in promoting safe cycling in Singapore more visible and felt, thereby strengthening the perception of SCF as an authority for safe cycling in Singapore. Besides, through the road shows conducted to reach out to the general public, SCF as a national federation could be closer to the grassroots, thereby flattening the hierarchy and distance between SCF and the

rest of the cycling community. Further, this would also help to alter SCF's image as a federation catered to the competitive cycling community only and instead be perceived as a federation reach that is catered to all within the local cycling community.

Third, SCF could increase the awareness of safe cycling by conducting Safe Cycling Talks in schools. As most people tend to pick up cycling from a young age, it would be necessary for SCF to specifically target young cyclists and cultivate safe cycling habits from an early stage. As such, SCF should approach kindergartens and primary schools to conduct Safe Cycling Talks on campus.

As a start, SCF may first approach schools in HDB towns with established cycling networks such as Tampines and Sembawang as students from these areas would stand to benefit most out of attending such a talk. SCF should also be mindful of the content and delivery when designing such talks for young children. Specifically, SCF should seek to tailor their Safe Cycling Talks in ways that better engage young children so as to achieve greater effectiveness. For instance, it may be necessary to deliver information on safe cycling to kindergarten students in a story-telling manner or as a skit to primary school children to elicit their interest and attention. Also, it would be important for SCF to consider the audience of these talks, and avoid the use of words that are difficult or too technical.

6.3.2 Educating through Safe Cycling Programmes

To build on the awareness created, SCF should also assume the role of an educator to teach new cyclists how to cycle safely through conducting Safe Cycling Programmes.

Currently, SCF do provide a four level progressive programme called the “Safe Cycling Programme”. This programme seeks to impart theoretical knowledge and practical skills to participants of varying cycling competency and age. As this programme was only introduced in the beginning of 2015, it has only been implemented on a limited scale. However, looking ahead, there is great potential to increase the scale of this programme. With greater awareness established through the promotion of safe cycling via online channels, road shows and campus talks, it may spur the interest of more individuals and encourage them to sign up for SCF’s Safe Cycling Programme so as to learn how to cycle safely on and off roads. As such, moving forward, SCF should continue its efforts and also seek to increase the scale of its Safe Cycling Programme, starting from Year 1 of the action plan.

Firstly, SCF should seek to keep its Safe Cycling Programmes affordable and flexible. SCF should try to obtain sponsorship so as to keep the cost of running such programmes in check. For instance, SCF could try to obtain sponsorship of bicycles needed for its cycling programmes from bicycle manufacturers such as Aleoca or local bicycle rental shops. In exchange, for this sponsorship, SCF could perhaps offer to advertise for these sponsors to programme participants and also to

the cycling community via its corporate website and social media accounts. The rationale for keeping participation cost affordable is to encourage higher take up rates.

To keep its programme flexible, SCF could also explore the option of conducting its programme to the public on a per-demand basis, with the time, date and venue subjected to negotiation with the participants. The rationale for doing so is to effectively conduct this programme with as many individuals as possible. Being flexible in terms of its time, date and venue would allow SCF to suit the needs of different individuals and thereby encourage them to participate. Flexibility in time and date would greatly appeal to working adults with busy schedules while the flexibility to choose learning venues would certainly be welcoming among adults who are shy to learn cycling at their age.

Secondly, SCF could expand the scale of its Safe Cycling Programme by increasing its marketing efforts. As a start, SCF could concentrate its marketing efforts on young cyclists as well as non-cyclists who have either just started to learn cycling or are keen to learn how to cycle. SCF could use the opportunity to conduct talks on campus to promote its Safe Cycling Programme to students. Further, SCF could also give out pamphlets containing details about the programme for students to take home to their parents. Interested students could then ask their parents to sign up for them to take part in SCF's Safe Cycling Programme during weekends or during school holidays. Next, to promote its Safe Cycling Programme to non-

cyclists who are keen to learn cycling, SCF could use the road shows they have conducted as a platform to advertise and garner sign-ups.

Thirdly, SCF could seek to bring its Safe Cycling Programme on campus. From our interview with MOE's Student Development Curriculum Division, we found that SCF could take a more proactive approach in introducing cycling programmes on campus. SCF could directly approach MOE schools to develop cycling programmes based on the individual needs and specifications of schools. For instance, SCF's Safe Cycling Programme could be tailored to become a one-off post-examinations enrichment activity. Apart from directly approaching schools, SCF should also partner external vendors such as AsianDetours to register under MOE's Sports Education Programme (SEP) to further encourage participation of schools. This is because schools would be able to tap on a \$10,000 dollar to dollar matching grant⁶ from MOE if they were to engage providers registered under SEP.

At the end of the programme, participants should be well-equipped with the necessary skills and technical knowledge to cycle safely on and off roads. Bad cycling habits should also have been corrected while good cycling habits should have been cultivated. As such, the end goal of these programmes would be to result in a better and safer cycling community in Singapore. Thereby, it would contribute to the development of a safe cycling culture in Singapore. Furthermore,

⁶ Sports Education Programme. (2015, March 22). About SEP. Retrieved from Sports Education Programme Website: <https://sep.sportsingapore.gov.sg/aboutUS.asp>

conducting the Safe Cycling Programme on campus could also help to garner interest in cycling among students and provide a basis in preparation for the next curriculum review, in which SCF could then try to push for the introduction of cycling as part of the Physical Education Curriculum in MOE schools.

6.3.3 Engaging through Safe Cycling Week

As mentioned, creating a safe cycling environment in Singapore should be a national effort and requires more than just a safe cycling community. As such, SCF should build on the increased interest on safe cycling as created by SCF's prior initiatives and spearhead a "Safe Cycling Week" starting from Year 3 of the action plan. Apart from increasing awareness, the campaign should also seek ways to engage the public to take active steps in the development of a safe cycling culture in Singapore. Further, to broaden the scale of the campaign, it may also be necessary for SCF to try and garner the support and involvement of relevant authorities whenever possible.

Taking reference from Singapore Road Safety Council's Singapore Road Safety Month campaign⁷, SCF's "Safe Cycling Week" campaign could take place during the second week of June each year. During the week long campaign, SCF should pull its resources together to focus on promoting safe cycling in Singapore and

⁷ Seow, J. (2014, April 26). Heavy Vehicle Drivers, Kids and Cyclists the Focus of This Year's Road Safety Month. Retrieved from The Sunday Times: <http://www.channelnewsasia.com/news/singapore/making-singapore-roads-sa/598108.html>

engaging the nation to cycle safely. In addition, SCF should try to actively seek sponsorships to keep the cost of running the campaign in check. SCF could look into obtaining sponsorship in areas such as advertising, printing and contest prizes among others.

SCF could draw inspiration from a series of thought-provoking posters put up by SG Cyclists Facebook group as part of their “Share the Road Cycling Campaign 2013”⁸ and come up with their own impactful posters with slogans that can leave lasting impressions. In addition, SCF could also encourage the public to design posters on safe cycling through separate poster design competitions for adults and children. The purpose of these posters should be to inform and remind the general public about the importance of safe cycling in Singapore. These posters should then be disseminated over social media or put up in paid advertising spaces located at various bus-stops and taxi stands. Further, SCF could also collaborate with National Parks Board to create an exhibition of the winning entries submitted by the public.

SCF should take the opportunity created by the Safe Cycling Week and the increased buzz generated to engage the cycling community. By engaging the cycling community, cyclists do not remain as passive individuals. Instead, they would take on more active roles in shaping the cycling community in Singapore,

⁸ SG Cyclists. (2013, April 4). Share the Road Cycling Campaign 2013. Retrieved from SG Cyclists Facebook Page: <https://www.facebook.com/SGCyclists/photos/a.163211353839303.1073741828.163210687172703/163211390505966/?type=1&theater>

which could have positive long-term effects with the messages of safe cycling becoming more salient. One way to engage the community is to create buzz on social media by encouraging the public to spot cyclists with good cycling habits. SCF could make a small contest out of this and offer prizes to participants who snap a photograph of these cyclists and post them on social media sites. Through this, it encourages the general public to be more aware of cyclists in their midst and also increases their awareness and engagement with safe cycling. At the same time, it also encourages cyclists to adopt good cycling behaviours as their effort to cultivate such habits are recognized.

6.4 | Events

Being the national federation responsible for licensing and sanctioning cycling events in Singapore, SCF should continue to leverage on its expertise to organize an array of cycling events that cater to both competitive and non-competitive cyclists.

In order to sustain ties with the existing competitive cycling community, SCF should continue to organize its own competitive cycling events and constantly seek ways to improve and increase the scale of its events in future so as to better cater to the competitive cycling community. Areas in which SCF could look into include the publicity on its events, the scheduling of its events and also the safety aspects of its events. Further, SCF should also seek to increase its presence in external competitive cycling events by working with external organizations to co-organize events or act as a sanctioning body for competitive events.

Next, to further encourage the participation of cycling events among non-competitive cyclists, SCF should increase the availability of cycling events which are non-competitive in nature. SCF should also seek to keep participation cost low, incorporate novel ideas and also similarly focus on safety when organizing non-competitive events.

6.4.1 Sustaining Ties with Competitive Cycling Community

To sustain ties with the competitive cycling community, SCF could do so via two ways. Firstly, SCF should continue to organize competitive cycling events from within. Secondly, SCF could seek to increase its presence in competitive events beyond self-organized events by working with external organizations.

Last year, SCF organized a total of 5 competitive cycling events as summarized in **Appendix H**. For the first half of the year, events were mainly catered to the BMX cyclists. Between April to June, there were a total of 3 BMX events organized. For the second half of the year, events were mainly targeted at Road cyclists and Mountain Bike cyclists. In August and September respectively, 1 Road cycling event and 1 Mountain bike event were organized. As these events are competitive in nature, each event comprised of 4 main segments, namely - (a) early morning Participants' Registration and pre-race briefing, (b) early morning warm-up and/or HEATS, (c) mid-afternoon second round of warm-up/HEATS and/or morning FINALS, (d) Medal Presentation. These events required payment of a registration fee and also a compulsory SCF Day license to participate. In terms of participation level, the number of participants for SCF's events ranged from 39 to 147 participants.

Moving forward, SCF should continue to organize similar events in future for cyclists from any of the three main disciplines of cycling starting from Year 1 of the action plan. In addition, SCF could also seek to enhance its events and better cater

to the competitive cycling community by seeking improvements on publicity, scheduling and safety of its events.

In terms of publicity, at present SCF relies on two main channels for the publicity of its events. They are through the word of mouth and via an update on their corporate website. However, these existing publicity tools might have a limiting effect on SCF's reach to the competitive cycling community, which then becomes a limiting factor to increasing SCF's scale of future events.

Gathered from our interviews with cycling clubs, the word of mouth is also one of the main methods in which competitive cyclists in Singapore receive information about cycling events. However, the reach of such a publicity method might be very limited as information is only spread within those who are currently in the network of cyclists, and this method fails to reach out to new cyclists who are not yet in the loop. With regards to publicizing events via SCF's corporate website, even though there could be greater outreach as compared to word of mouth, the reach of this method is limited by the number of visitors to the website. Furthermore, such a publicity method is relatively passive. Such a publicity method places the responsibility of receiving information on upcoming events on cyclists. However, in the event that they do not visit the SCF website, they would be unaware of the upcoming cycling events organized. Thus moving forward, SCF should explore other ways to effectively reach out to competitive cyclists and publicize for its future cycling events.

As highlighted in our mass survey, the most preferred channels to receive cycling related information are social media and emails. As such, social media and emails are two possible channels in which SCF could use to publicize for its events in the future. Given that social media has already pervaded the lives of Singaporeans, the use of social media as a publicity channel would definitely increase the likelihood of cyclists being notified of their events even if they were not actively seeking such information in the first place. In addition to social media, SCF should also send emails to subscribers on its mailing list which it has gathered through its two-tiered membership programme to specifically target cyclists and publicize its upcoming cycling events.

Next, in terms of scheduling of events, the competitive events that were previously organized by SCF were rather comprehensive and also adequately spread out through the year. However, looking ahead, SCF could further improve by scheduling its events based on a suggested framework to allow cyclists to anticipate the taking place of events year after year. Further, SCF should also strive to verify information regarding its events as early as possible, so as to allow competitive cyclists to plan out their training schedules for such competitive events. This was highlighted by Lucas from Joyriders Racing Team during our face-to-face interview with him. During our interview with him, he mentioned that competitive cyclists would often decide which events in the year they would participate very

much in advance as time and effort has to be dedicated to training leading up to the event so as to ensure their best performance.

Based on SCF’s corporate website, last year’s competitive events were concentrated between two periods. Between April to June, events were focused on BMX while in August and September respectively, events were focused on Road cycling and Mountain Bike. However in 2015, the schedule for events organized by SCF has been changed to move competitive events to the later half of the year, beginning with a Mountain Bike Championship tentatively in July, a BMX Championship tentatively in August and a Road Championship tentatively in October. The change of event schedule from year to year might potentially cause cyclists to miss SCF’s events if they were uninformed of these changes.

Hence, SCF could instead come up with a framework to schedule events over the duration of one year as seen in **Figure 3**. With the framework, it creates some form of regularity and allows cyclists to anticipate the taking place of SCF’s events year after year.

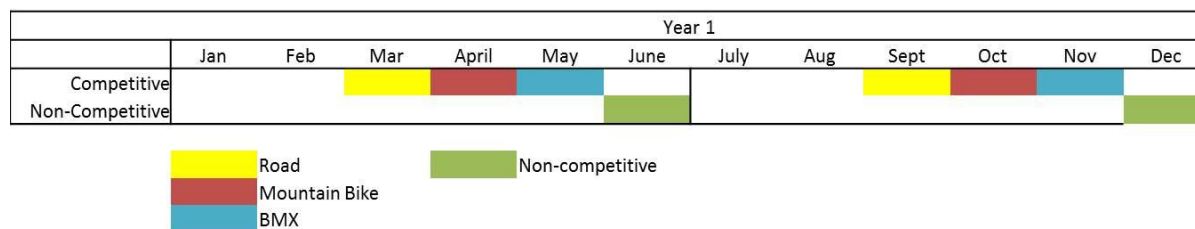


Figure 3: Proposed Event Scheduling Framework

As seen in **Figure 3**, SCF could schedule its events based on a 6 months cycle. The first 2 months of each 6 months cycle are dedicated to the planning, budgeting and sourcing for sponsorships for the events, while the remaining 4 months are used to prepare and execute the events themselves. Each month would be dedicated to each major discipline of cycling in the sequence of Road, Mountain Bike, BMX and then finally ending the cycle of events with a non-competitive event that is suitable for all cyclists.

Scheduling SCF's events in such a manner allows for cyclists to anticipate for events and plan their training schedules ahead. Further, planning using this suggested framework is also beneficial to SCF. This is because, the concentration of the planning process into 2 months and the execution of events within 4 months would allow SCF to better devote their resources into the different stages of organizing of its events. Similar actionable items in the course of organizing cycling events could also be consolidated instead of repeating them for respective events. For instance, sponsorships could be sourced for collectively 4 events instead individually sourcing sponsorships for each event. Publicity of events could also be done collectively for the series of events. The introduction of competitive events that cater to cyclists from various disciplines could also create buzz for the final non-competitive event which is suitable for all genres of cyclists in all age groups.

In addition, SCF should also seek to release and confirm details of their events as soon as possible to allow cyclists to save the date and plan out their training

schedules accordingly. For 2014, an update to inform cyclists about its National Championship (MTB) was only made 4 days prior to the event, without any information released prior to that. Thus, moving forward, SCF should update the status of their events from the tentative stage to it being confirmed as early as possible and should also seek to release information more frequently leading up to their events.

The last area in which SCF could look into would be safety. Gathered from our mass survey results and also face-to-face interviews, safety was commonly highlighted as an important element for events that involved cycling. As such, SCF should seek to ensure the safety of all of its participants throughout their events and strive to achieve events that are injury-free. SCF could do so by conducting safety briefing for participants before the event, releasing batches of participants with sufficient intervals in between, putting up proper guidelines and signages clearly throughout the entire cycling route among others. By ensuring that SCF's events are injury-free, it would further help to establish SCF as an authority for safe cycling.

On top of organizing competitive cycling events from within, the second way in which SCF could sustain ties with the competitive cycling community would be to increase SCF's presence beyond self-organized competitive events. SCF could work with external partners that might be keen to organize competitive cycling events. Possible external partners include corporations such as Red Bull, Kian

Hong Cycle as well as student bodies from local universities such as NTU Sports Club, SMU Sports Union and NUS Students' Sports Club.

SCF could be involved by offering its expertise in the organization of competitive events, providing technical knowledge with regards to competitive cycling or simply acting as the sanctioning body for such external events. Working with external partners could help SCF overcome the manpower and financial constraints that come with organizing events solely by itself, and yet have its presence felt beyond the SCF-organized events, and throughout the local cycling scene at the same time.

6.4.2 Nurturing the Non-competitive Cycling Community

In 2014, SCF organized a total of 6 cycling events. Of which, 5 were competitive events and only 1 was a non-competitive cycling event which was done in collaboration with Tampines Changkat Community Centre.

Furthermore, many of the more commonly known large scale cycling events in Singapore also possess competitive elements. As such, the availability of competitive cycling events over non-competitive cycling events in Singapore may have played a part in causing the general public to form the perception that cycling events are generally competitive in nature, as surfaced in our mass survey results. Further, it was also gathered from our mass survey results that because of this formed perception that cycling events are competitive, many cyclists who do not

cycle to compete or see themselves as competent cyclists, are adverse to participating in cycling events.

Moving forward, SCF should champion efforts to make a clear distinction between competitive and non-competitive elements in their events. Explicitly differentiating between competitive from non-competitive events and completely removing any competitive element in the latter would help to alter the perception that cycling events are competitive in nature. Further, with more non-competitive events, it would also help to encourage greater participation of cycling events among non-competitive cyclists. As such, SCF should seek to increase the availability of non-competitive events from Year 2 of the action plan onwards by organizing such events itself or through more collaboration with external organizations. For instance, SCF could work with the ActiveSG committee and National Parks Board to create a “Fun Family Cycle” in our national parks. The event could be in conjunction with the opening of new park connectors or launching of new cycling towns to encourage families to cycle together in the park.

In addition to increasing the availability of non-competitive cycling events, there are several areas in which SCF could look into to make their non-competitive events more attractive to the general public.

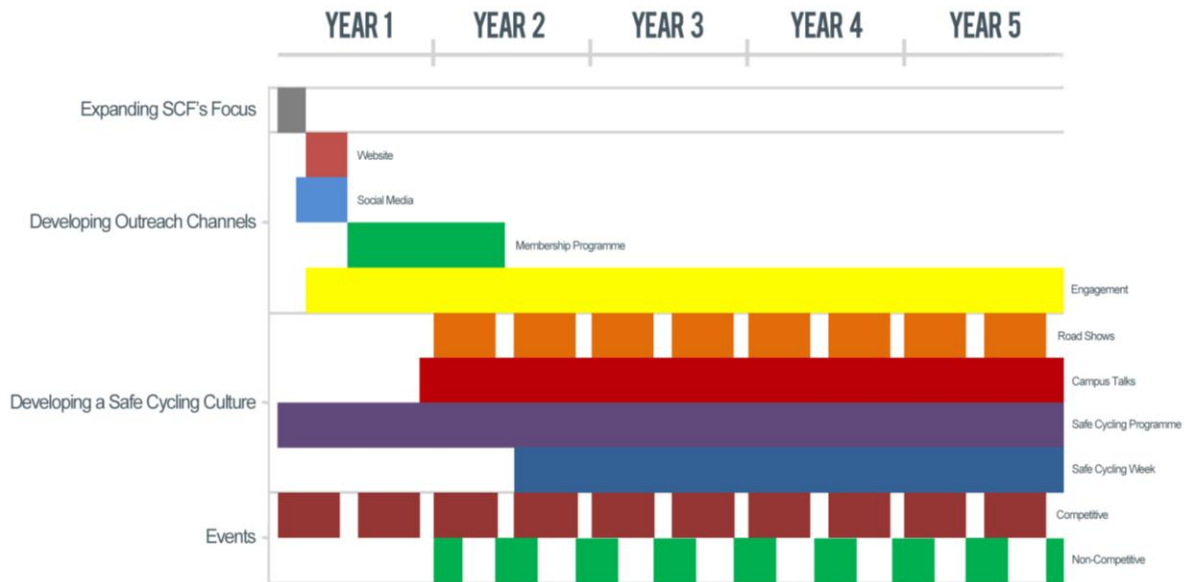
First, likewise to competitive cycling events, safety should also be heavily emphasized throughout the non-competitive cycling events. As highlighted in our

mass survey results, cycling events that are perceived as safe would encourage greater participation from the general public. SCF could make their events safe via safety briefings, proper signages, deployment of safety marshals, etc. In addition, for events that involves young children as participants, SCF should also pay extra attention and take more precautions to ensure their safety. SCF should also aim to achieve injury-free non-competitive events.

Second, SCF should keep participation cost as low as possible for such events. This is because as seen in our mass survey results, low participation cost was the most cited factor in motivating participation of cycling events. Hence, SCF should actively seek sponsorships for its non-competitive events as means to lower participation costs.

Third, SCF should also try to inject novel ideas into non-competitive events. The reason for doing so is because novelty was also commonly cited as a motivating factor to participate in cycling events as gathered from our mass survey results. SCF could draw inspiration from sporting events, such as *Electric run* and *The Colour Run* that had received much traction these days, and discover its own novel ideas that could be incorporated into cycling events. Some possible non-competitive events with a novel twist that SCF could organize include food cycling trail, Singapore heritage bike tour among others.

7 | Summary of Five-Year Plan



A more detailed version of the proposed timeline of our Five-Year Plan is as seen in **Appendix I**.

8 | Conclusion

In conclusion, the proposed Five-Year Plan is a three-layered integrated approach that seeks to better define SCF's role in the local cycling scene. The plan involves the expansion of SCF's focus beyond the promotion of cycling for all, to include the promotion of safe cycling in Singapore. The plan also involves the development and management of outreach channels by SCF to increase its presence within the local cycling community and build critical mass for its other initiatives encompassed in the Five-Year Plan. These initiatives include the development of a safe cycling culture in Singapore as well as the organization and facilitation of events to cater to the local cycling community.

Over the next five years of implementation, SCF should be able to better focus on addressing the needs of cyclists in Singapore while supporting the nation's larger strategy for sports and efforts to become a cycling-friendly city.

However, as the future of cycling in Singapore remains dynamic, the needs of the local cycling community may evolve as the local cycling scene develops. New developments and directions in the nation's wider strategy pertaining to cycling are also expected. As such, over the course of implementation, SCF may need to review and adapt the suggestions proposed in the Five-Year Plan accordingly.



APPENDIX

9 | Appendices

9.1 Appendix A – Mass Survey Questions

Quantitative Survey Questions

Note: The survey questions were presented using a survey software, Qualtrics. This survey platform has the option of presenting respondents with a next question based on their option choice for the current question. As such presentation format is not possible for our report, we have included in brackets the questions that should be read next for questions that result in a differing next question presented by the software.

Objective of the survey:

To find out about the average Singaporean's perception of cycling and their cycling habits

Section A: Cycling Behaviorgraphics

1. Do you know how to cycle
 - a. Yes (*Proceed to Q2*)
 - b. No (*go to Q28*)

2. Do you have your own bicycle?
 - a. Yes
 - b. No

3. How often do you cycle
 - a. Less than once a month
 - b. Once a month
 - c. Two to three times a month
 - d. 1 - 2 times a week
 - e. 3 - 6 times a week
 - f. Everyday

4. What is the main reason for cycling (Multiple Selections):
 - a. Commute
 - b. Leisure
 - c. Exercise
 - d. Competitive

e. Others: Please specify

5. Where do you usually cycle (Multiple Selections)

a. On the roads

b. In the parks

c. On park connectors

d. Designated bike areas: E.g Bike parks

e. Others: please specify

6. If given the opportunity, what do you think will motivate you to cycle more frequently?

a. Cycling events

b. Better infrastructure – e.g More bicycle stands, longer park connectors, wider cycling paths

c. Ownership/availability of bicycles

d. Incentives from Government e.g ActiveSG

e. Others: please specify\

Note: The following Sections B to F are only for respondents who answered “Yes” to Question 1, i.e. Respondents who know how to cycle (“cyclists”)

Section B: Cyclist perception towards events

Events that involve cycling are events that include elements of cycling, regardless of whether cycling is the main focus. These events may be built around other concepts such as food and charity, where cycling plays a supporting role. An example of an event with cycling as the main focus is the OCBC Cycle, a mass participation cycling event, while an example of the latter could be a island-wide event for foodies who use cycling merely as a mean of transport.

7. Please rate in terms of importance these elements for an event that involves cycling:

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Novelty: Interesting themes and fresh ideas					
Competitive Element					
Participation Cost					

Length of route					
Monetary Incentives: e.g. Vouchers, goodie bags					
Benefits to Society: e.g. Fund raising for charities/organizations					
Cycling as the focus					

8. Do you participate in events that involve cycling in Singapore?

- a. Yes (Go to Q11)
- b. No (Proceed to Q9)

9. Would you participate in cycling-based events in Singapore?

- a. Yes (Go to Q11)
- b. No (Proceed to Q10)

10. If No, why? (Proceed to Q11)

- a. No time
- b. Not interested
- c. Unaware of events
- d. Others: Please specify

Section C: Cyclist Perception of Cycling Clubs

11. Are you affiliated with any cycling clubs

- a. Yes (*Proceed to Q12*)
- b. No (*Go to Q15*)

12. If yes, please specify the name of the club

- a. (Free Response)

13. How long have you been with the club? E.g. 3.5 years

- a. (Free response)

14. Does your club provide the following? (Y/N) (Go to Q16)

	Yes	No
Discount for cycling events		
Discount for bike & related accessories, repair & maintenance		
Information about cycling in Singapore		
Organize events		

15. If no, why? (Proceed to Q16)

- a. See no need
- b. Unaware of cycling clubs
- c. Cost
- d. Others, please specify:

Section D: Cyclist Perception of Singapore Cycling Federation

16. Do you know of the existence of Singapore Cycling Federation?

- a. Yes (*Proceed to Q17*)
- b. No (*Go to Q22*)

For those who answered YES for Q16,

17. If yes, what do you think is the purpose of it?

- a. Free response (*Proceed to Q18*)

18. Are you aware of the Membership that SCF offers?

- a. Yes (*Proceed to Q19*)
- b. No (*Go to Q20*)

19. Are you currently a member of the SCF? (*Proceed to Q20*)

- a. Yes
- b. No

20. How important are each of these factors when considering a membership with SCF?

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Price of Membership					
Discount for cycling events					
Discount for bike & related accessories, repair & maintenance					
Information about cycling in Singapore					
Non-monetary privileges (e.g. jump queue for events, reserved tickets etc)					

21. How much are you willing to pay on a per annual basis for the membership?

(Go to Q24)

a. (Scale - 0 to 200)

For those who answered NO for Q17,

The Singapore Cycling Federation (SCF) is a an organizations with the objective of encouraging, promoting, organizing, developing and controlling the art and pastime of Cycling in Singapore. Specifically, SCF aims to:

- *Promote of the major disciplines of Cycling namely Road, Mountain Bike and BMX.*
- *Promote the concept of “Cycling for All”*
- *Promote a safe cycling environment through encouraging the use of appropriate safety equipment and cycling habits and to start them young*
- *To facilitate the individual rider the opportunity to upgrade their skill levels*
- *To develop a strong team to represent Singapore cycling internationally*

22. *The SCF currently has a membership programme which offer exclusive information and deals to members.*

How important are each of these factors when considering a membership with SCF?

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Price of Membership					
Discount for cycling events					
Discount for bike & related accessories, repair & maintenance					
Information about cycling in Singapore					
Non-monetary privileges (e.g. jump queue for events, reserved tickets etc)					

23. How much are you willing to pay on a per annual basis for the membership?

(Proceed to Q24)

a. (Scale - 0 to 200)

Section E: Cyclists' Information Gathering Behaviour

24. Do you keep yourself updated on cycling-related news in Singapore (e.g. cycling safety in Singapore, upcoming cycling events, new cycling innovations)

- a. Yes
- b. No

25. If such information could be made available to you, how would you like to receive such information?

- a. Email
- b. Newsletters (E.g. Direct Mailers)
- c. Social Media (E.g. Facebook, Twitter, Instagram)
- d. SMS
- e. Cycling Forum
- f. SCF Website

Section F: Cyclists' Perception on Cycling Infrastructure

26. Are you satisfied with the cycling infrastructure and facilities (e.g. bicycle stands, cycling paths, park connectors etc) in Singapore?

a. Yes (*Go to Q36*)

b. No (*Proceed to Q27*)

27. What do you think can be improved in terms of the cycling infrastructure and facilities in Singapore?

a. (Free Response) (*Go to Q36*)

Note: Section G is only for respondents who answered “No” to Question 1, i.e. Respondents who do not know how to cycle. (“non-cyclists”)

Section G: Non-cyclists’ perception towards Cycling

The SCF currently does provide cycling clinics for individuals who wish to learn how to cycle. Content of such clinics include how to ride a bicycle, safe cycling on the road, etc. These clinics will be taught by professionals under a safe environment with close supervision. Safety equipment will also be provided. There are multiple days and time which the class will be held, and participants are free to choose the day and time which is the most convenient for them.

28. Would you be willing to learn how to cycle if such clinics are available?
- a. Yes (*Proceed to Q29*)
 - b. No (*go to Q33*)

For those who answered Yes for Q28,

29. Where would you like the clinic to be held? (Multiple selections)
- a. Community Centres
 - b. In the Parks
 - c. Park connectors

- d. Open spaces in shopping malls
- e. Others: Please specify

30. When would you like the clinic to be held (Multiple Selections)

- a. Saturday
- b. Sunday
- d. Weekday – during office hours
- e. Weekday – after office hours
- g. Others, please specify

31. How long would you like each session to last?

- a. (Scale – 30 mins to 4 hours)

32. How much would you pay for each class of the clinic? (Go to Q36)

- a. (Scale – \$0 - \$100)

For those who answered NO for Q28,

33. Would you be willing to learn how to cycle if incentives are given?
- a. Yes (*Proceed to Q34*)
 - b. No (*Go to Q35*)
34. What incentives would you prefer? (Rank the factors with 1 being the most desired, and 4 least desired) (*Go to Q36*)
- a. Monetary Vouchers
 - b. Free membership with SCF
 - c. Cyclist starter kit (e.g. Basic helmet, knee and arm guards)
 - d. Others: Please specify
35. If No, why?
- a. (Free Response) (*Go to Q36*)

Note: Section H has to be completed by all respondents.

Section H: Demographics

36. Gender

- a. Male
- b. Female

37. Age group

- a. Under 16 years old
- b. 16 – 21 years old
- c. 22 – 30 years old
- d. 31 – 60 years old
- g. 61 years old and above

38. Are you currently:

- a. A full-time student
- b. Self-employed
- c. Employed full time
- d. Unemployed
- e. Retired
- f. Others

39. Nationality

a. (Text Input)

40. Income level (monthly income, excluding bonus)

a. \$0 - \$2000

b. \$2001 - \$5000

c. \$5001 - \$8000

d. \$8001 and above

41. Which region in Singapore do you stay in?

a. Central

b. East

c. West

d. North

e. North-East

42. Would you be willing to participate in further interviews with us?

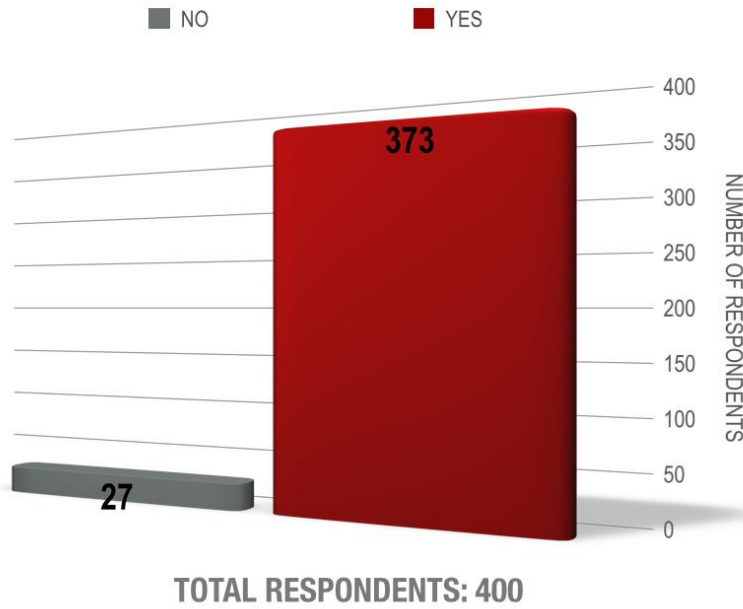
a. Yes, please specify your email: (Text Input)

b. No

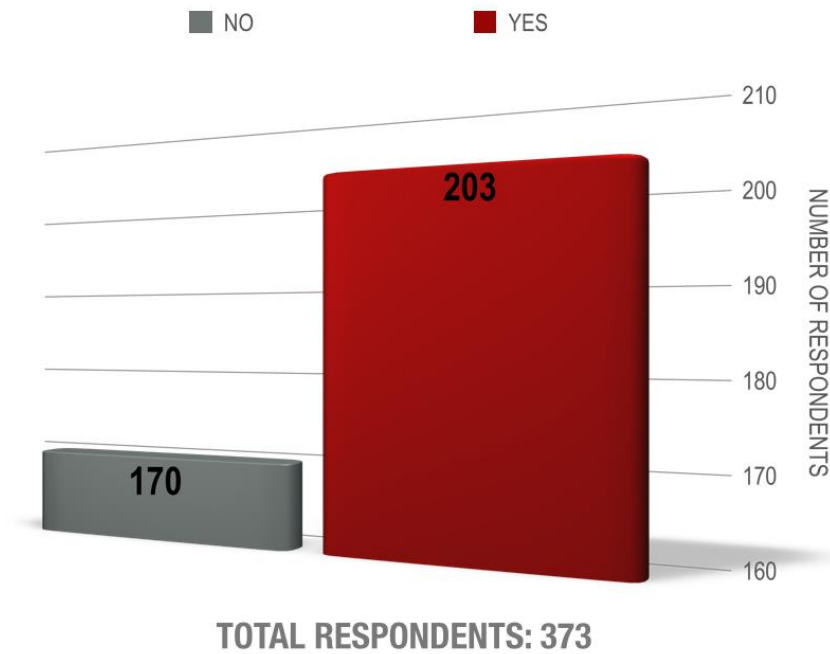
Thank you for your participation!

9.2 Appendix B - Mass Survey Results

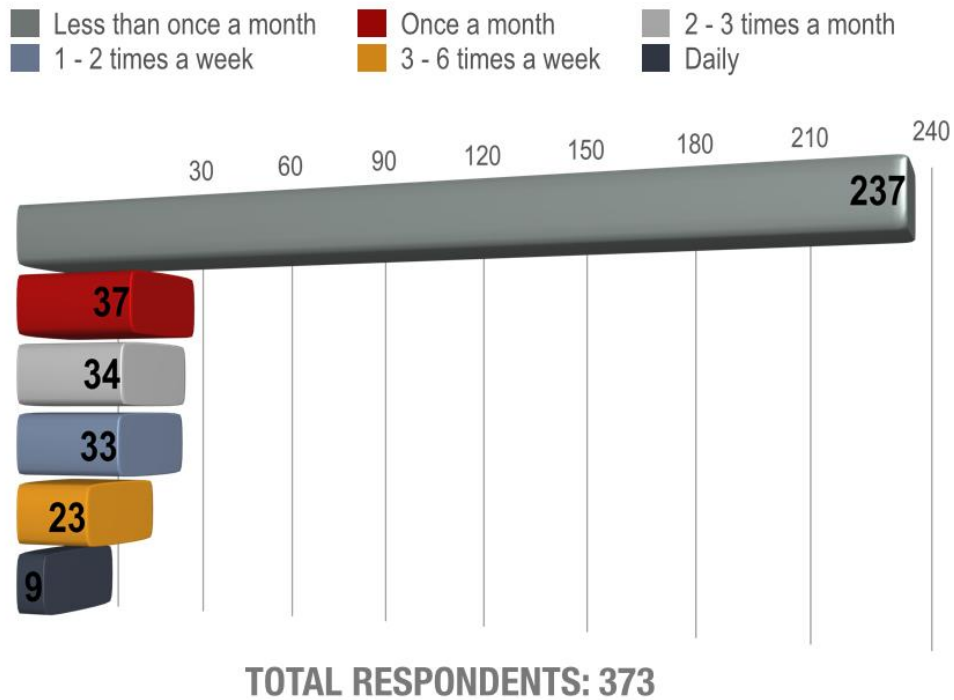
1. DO YOU KNOW HOW TO CYCLE?



2. DO YOU HAVE YOUR OWN BICYCLE?

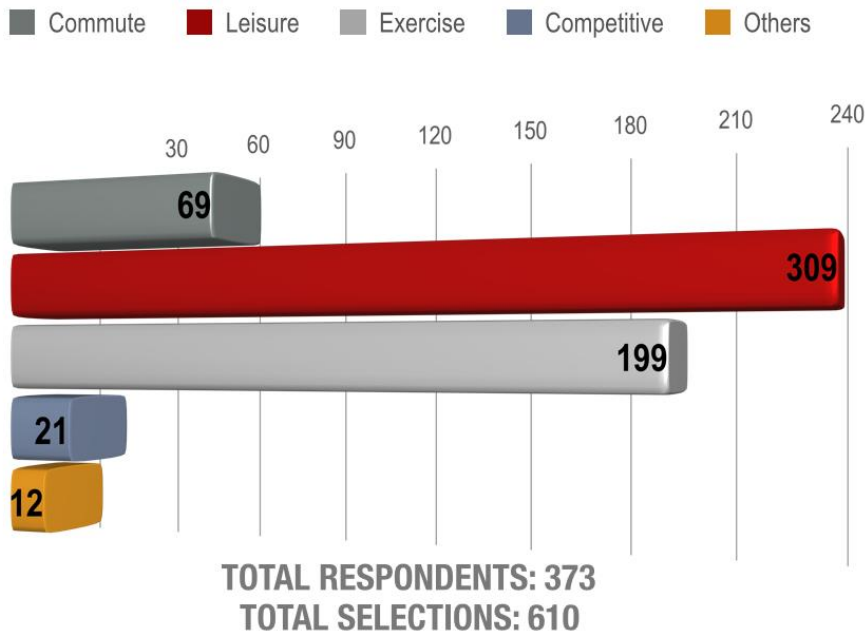


3. HOW OFTEN DO YOU CYCLE?



4. WHAT IS THE MAIN REASON FOR CYCLING?

(MULTIPLE SELECTIONS ALLOWED)



4. WHAT IS THE MAIN REASON FOR CYCLING? (MULTIPLE SELECTIONS ALLOWED)

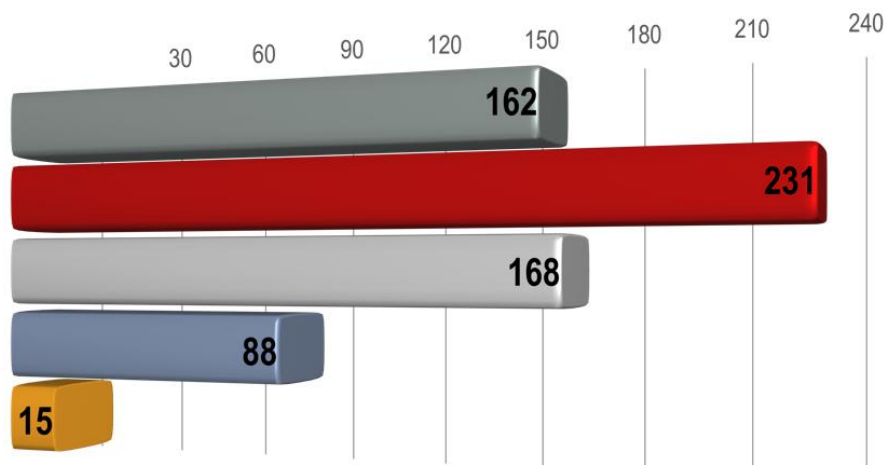
Free response from respondents who selected "Others":

- For fun
- For leisure but have not cycled for years already
- Physiotherapy
- At work
- For the adrenaline rush
- Work
- See places off the beaten track
- Training for triathlon
- Outings with friends
- Social Gatherings
- Hall events
- Mainly event-based e.g cca/night cycling

TOTAL RESPONSES: 12

5. WHERE DO YOU USUALLY CYCLE? (MULTIPLE SELECTIONS ALLOWED)

- On the roads
- In parks
- On park connectors
- Designated cycling areas. E.g. Bike Parks
- Others



TOTAL RESPONDENTS: 373
TOTAL SELECTIONS: 664

5. WHERE DO YOU USUALLY CYCLE?

(MULTIPLE SELECTIONS ALLOWED)

Free response from respondents who selected "Others":

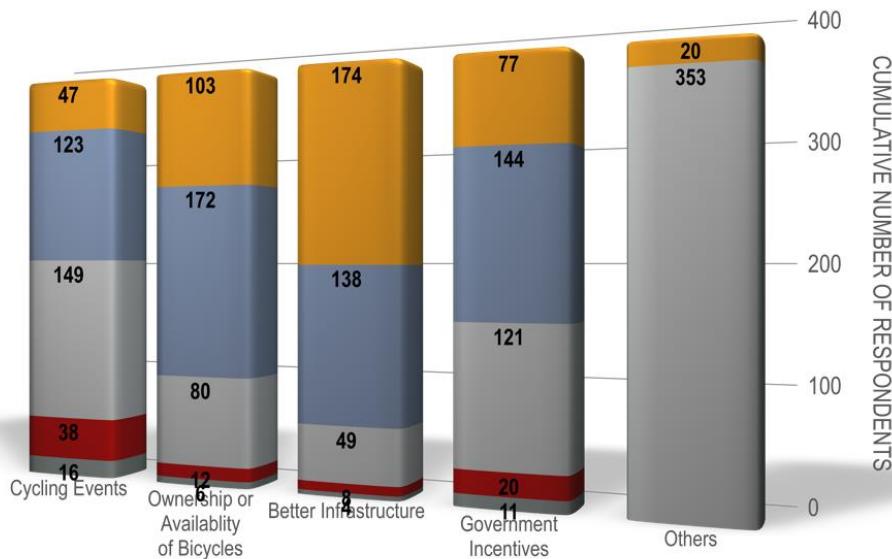
In school
 Pavement
 East Coast Park
 On normal pedestrian walkways
 Pavement
 Outside my house
 MTB
 Around the yard
 Pavement
 Gym Room
 Pavement
 Neighbourhood
 Pavements

TOTAL RESPONSES: 13

6. IF GIVEN THE OPPORTUNITY, WHAT DO YOU THINK WILL MOTIVATE YOU TO CYCLE MORE FREQUENTLY?

(RESPONDENTS TO SELECT "NEUTRAL" FOR OTHERS IF NIL)

Very Unmotivating Unmotivating Neutral Motivating Very Motivating



TOTAL RESPONDENTS: 373

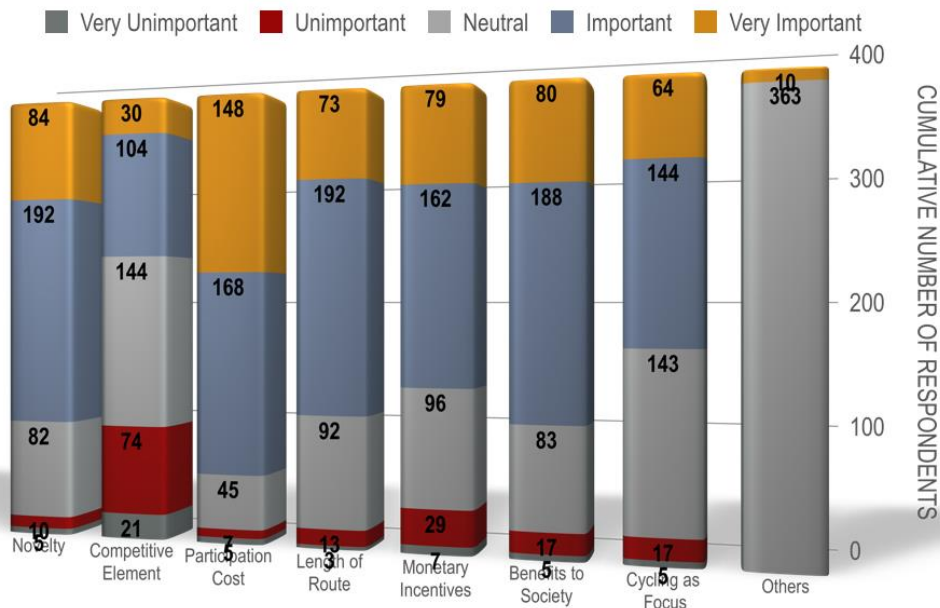
6. IF GIVEN THE OPPORTUNITY, WHAT DO YOU THINK WILL MOTIVATE YOU TO CYCLE MORE FREQUENTLY?

Free response from respondents who selected "Others":

Bicycle roads like in the netherlands	MTB
Safety	Friends
Safer Roads for Cyclists	Lesser assholes
Our safety on the roads	More friendly drivers
Safer bike storage and shower facilities at work	Cooler weather
Friends	Dedicated bike lanes on roadways
Fair weather	Less Bicycle Thieves
Less cars	Dedicated bike lanes on roads
Greater awareness of road sharing between cyclists and drivers or cyclists and pedestrains	Safe Roads
Safe Bike Paths	Safer drivers

TOTAL RESPONDENTS: 20

7. PLEASE RATE IN TERMS OF IMPORTANCE THESE ELEMENTS FOR AN EVENT THAT INVOLVES CYCLING IN SINGAPORE (RESPONDENTS TO SELECT "NEUTRAL" FOR OTHERS IF NIL)



TOTAL RESPONDENTS: 373

7. PLEASE RATE IN TERMS OF IMPORTANCE THESE ELEMENTS FOR AN EVENT THAT INVOLVES CYCLING IN SINGAPORE

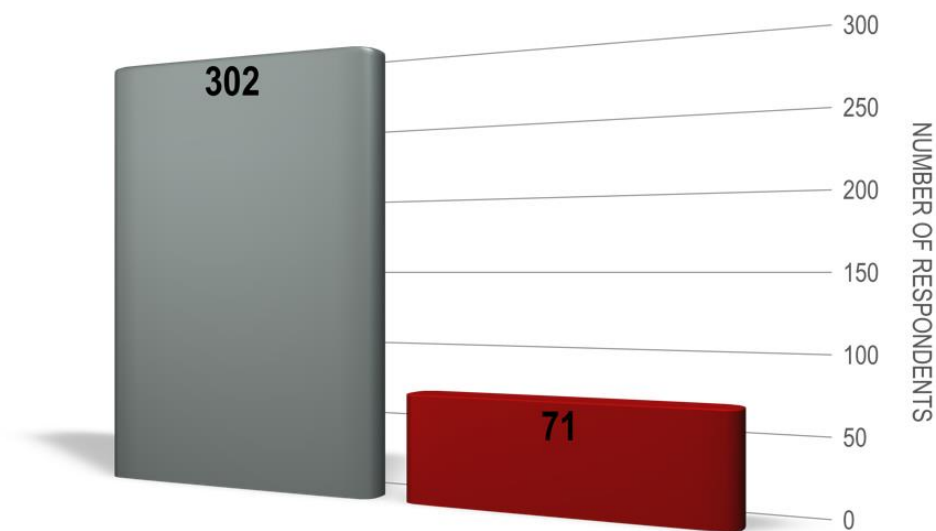
Free response from respondents who selected "Others":

Safety	Camaradrie
Safety	Safety
Time of event	Simple joy of cycling
Awareness of event	Danger
Event fringe activities	Safety

TOTAL RESPONDENTS: 10

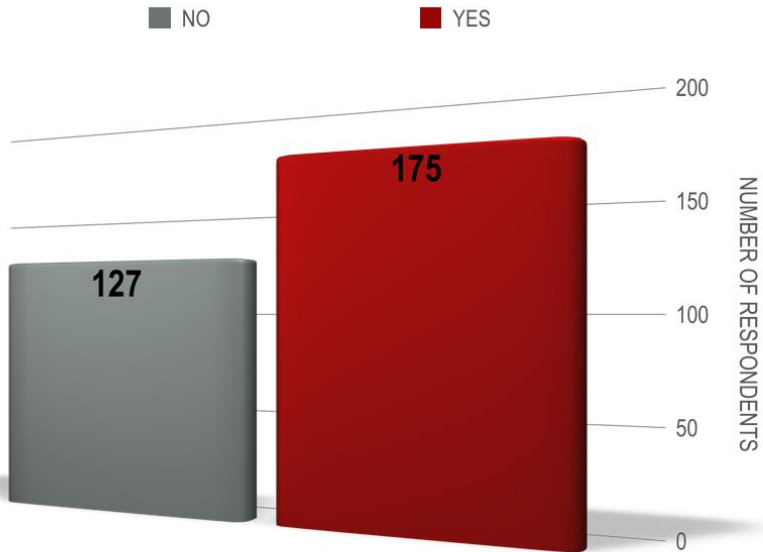
8. DO YOU CURRENTLY PARTICIPATE IN EVENTS THAT INVOLVES CYCLING IN SINGAPORE?

■ NO ■ YES



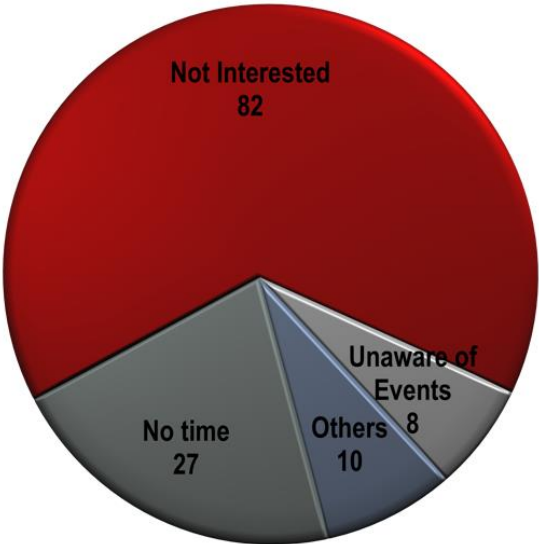
TOTAL RESPONDENTS: 373

9. WOULD YOU PARTICIPATE IN CYCLING-BASED EVENTS IN SINGAPORE?



TOTAL RESPONDENTS: 302

10. IF NO, WHY?



TOTAL RESPONDENTS: 127

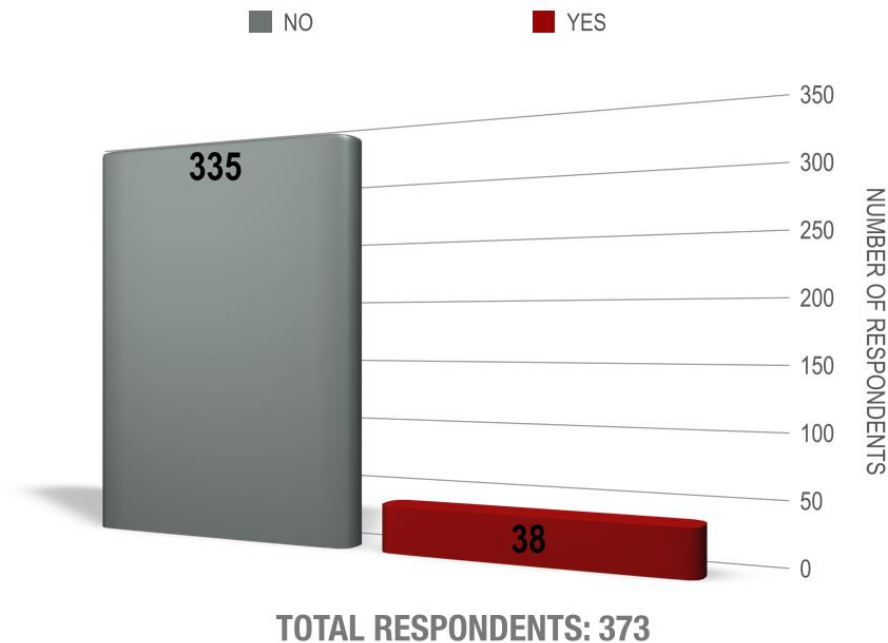
10. IF NO, WHY?

Free response from respondents who selected "Others":

Can't cycle very well, amateur
Paid money to ride, not suggested
Prepare to do as a leisure
No safety standards! Organizers only want to profit from the event
Singapore is very crowded. And I don't like to cycle with much crowds around.
I am not very good in cycling
I am not exactly athletic
Too much hassle to move bicycle
If it is an ordinary cycling event, I can do so on my own. But the event presents fresh and interesting ideas, I might be interested
Dangerous

TOTAL RESPONSES: 10

11. ARE YOU AFFILIATED WITH ANY CYCLING CLUBS?



12. IF YES, PLEASE SPECIFY NAME OF CLUB

Free response from respondents who selected “Yes”:

Midpoint, joyriders	Midpoint	Joyriders	Joyriders
Midpoint	PCC	Civil Service Club	Midpoint
Midpoint	Joyriders	Joyriders	Joyriders
Team Bandung	Joyriders	Joyriders	SG East Riders, Singapore Poly cycling club
Midpoint	Joyriders	Blackhawks	
Midpoint	Joyriders	Knight Riders	Joyriders Racing Team, Capital Bicycling Club (Washington), Cascade Bicycling (Seattle), Washington State University Team, Olympia Orthopaedic Associaties Race Team
Midpoint	Joyriders	Joyriders	
Midpoint	Joyriders	Joyriders	
Midpoint	Knight riders	Team Bandung	
Ride for Fitness, Bisdak SG Tri	Midpoint, Yio Chu Kang CC	Joyriders, Eastern Morning Riders	
West Coast Rider, Northern Star, Midpoint	Team Whampoa Elite, Ride for Fitness	Joyriders, Love Cycling SG, PNR, Midpoint	

TOTAL RESPONSES: 38

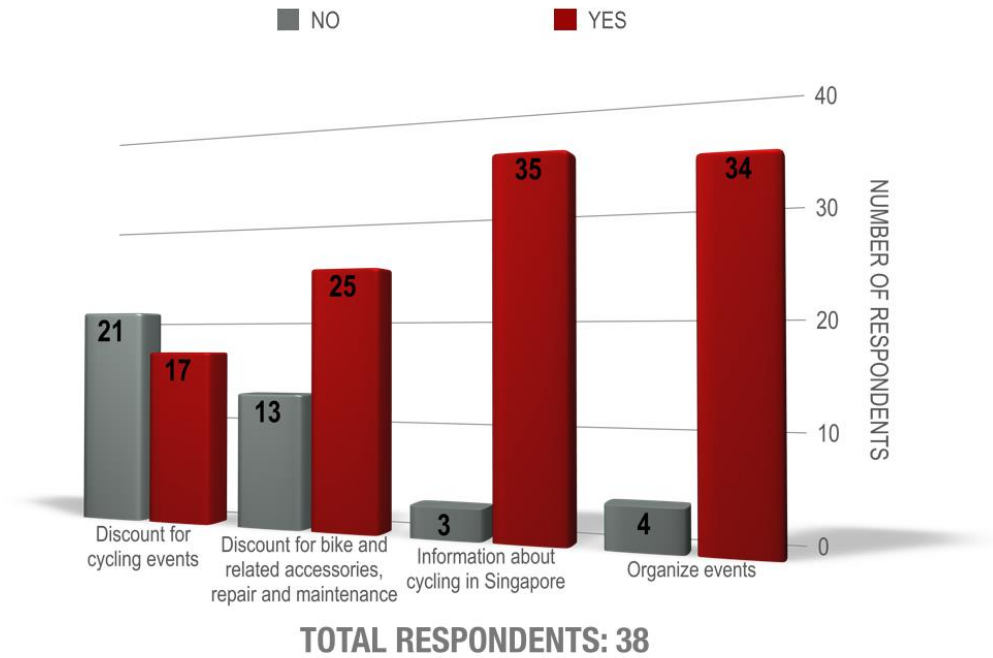
13. HOW LONG HAVE YOU BEEN WITH THE CLUB?

Free response from respondents who selected “Yes”:

3 years	2 years	1 week	0.5 years
2 years	5 years	1 year	3 years
5 years	6 years	1 week	1 year
2 + years	1 year	2 years	1 year
5 years	9 years	5 years	
0.6 years	4 years	3 years	
2 years	1 years	1.5 years	
4 years	1 year	3 years	1 year for Joyriders, 3 - 5 for others
2 years	2 years	1 year	
2.5 years	4 years, 2 years	2 years	
Average 1 year	2 years	1 - 3 years	

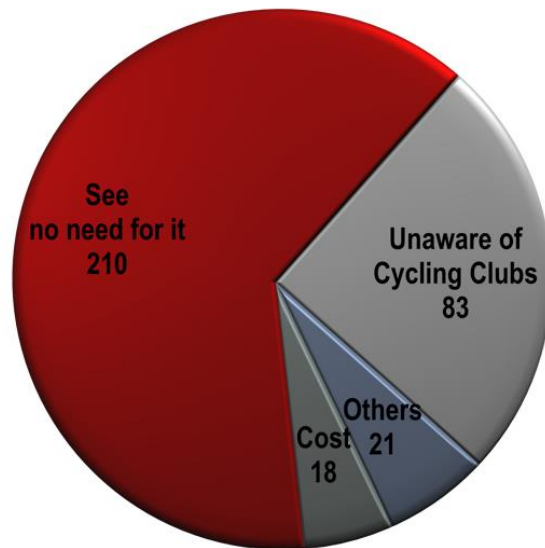
TOTAL RESPONSES: 38

14. DOES YOUR CLUB PROVIDE THE FOLLOWING?



15. IF NO, WHY?

(IN RESPONSE TO QUESTION 11 OF AFFILIATION TO CYCLING CLUBS)



TOTAL RESPONDENTS: 332

15. IF NO, WHY?

(IN RESPONSE TO QUESTION 11 OF AFFILIATION TO CYCLING CLUBS)

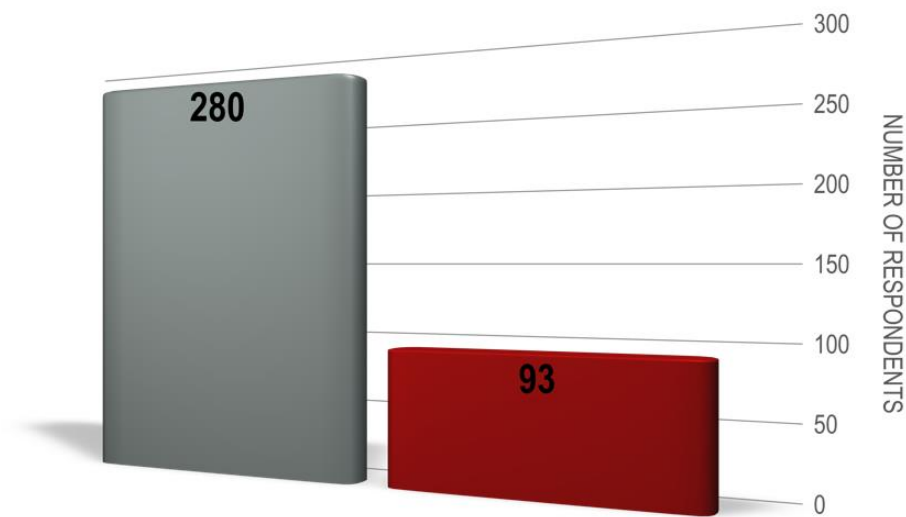
Free response from respondents who selected “Others”:

Not cycling regularly unlike the cycling groups	Yes
No time and commitment	Dont cycle regularly
Lazy	Not a fervent cyclist
Different work schedule	Don't know of any
Do not possess a bicycle	No time for it
Not interested	No time
I train together with my fellow triathlon team mates. We are not exactly a club per se.	Like to do things leisurely without worrying about the purpose
No time	No interest
Not very good at cycling	No bike

TOTAL RESPONSES: 18

16. DO YOU KNOW OF THE EXISTENCE OF SINGAPORE CYCLING FEDERATION?

■ NO ■ YES



TOTAL RESPONDENTS: 373

17. IF YES, WHAT DO YOU THINK IS THE PURPOSE OF IT?
(FREE RESPONSE QUESTION)

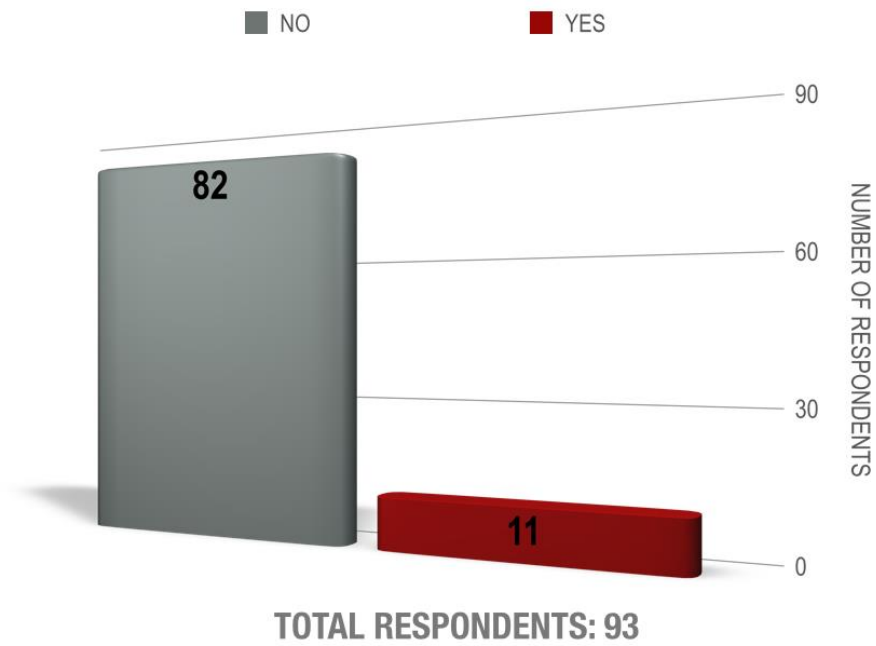
TOTAL RESPONDENTS: 93

not sure	to protect cyclist on the road. but currently we're still not protected.
Regulate cycling laws, promote cycling in singapore, govern local cycling events	Promote cycling as a healthy sports
Gather cycling enthusiasts together to take part in activities.	don't know
To promote cycling as a safe and healthy fitness exercise	Promote cycling in singapore
no idea..	nothing much
To encourage cycling as a sport.	fitness & wellnes
Made more money	Organise competitions
competitive	not sure. Promote cycling perhaps
net working	Promote safety cycling
Promote cycling	nothing
Awareness & create cycling events	Promote cycling activities in Singapore
Promote and Gather people to participate in cycling events	An organization for Cycling. Promotion, and organization of cycling events. Offer licences for pro racing memberships?
no comments	No idea
Yes no purpose	To promote cycling in terms of both leisure and competitive cycling
To encourage like-minded people who hv interest in cycling to come together to network	Promote cycling as a sport in Singapore
Don't know	Encourage safe cycling
Currently don't think they are doing much and they should help promote and educate safe cycling	A community of cyclists in Singapore who are involved in organising activities for cyclists and are active in activism for cyclists' rights
Good for ppl who are very interested and have lot of time	National Sporting Association
Depend on individual	promote cycling
Health and leisure	Representative body of Singapore cyclers
create awareness of safe and fun cycling. collaboration of interest groups.	Just a body.
regulating cycling as a sport and leisure activities	promote cycle
bring in sports medal for Singapore.	Promote Cycling events
Social capital	to serve the cycling community?

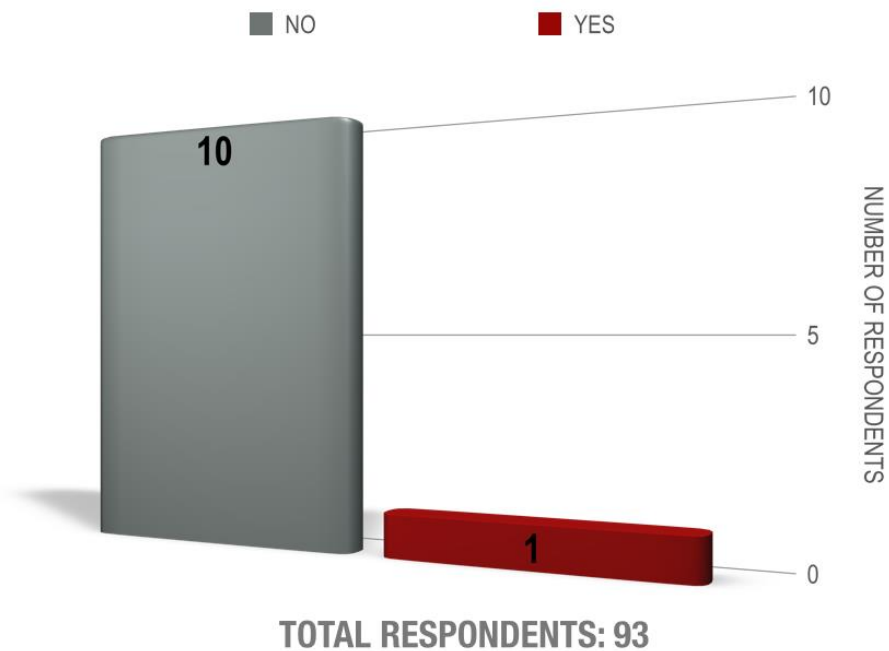
no sound, no color	Promote cycling in Singapore
promote cycling in Singapore	not sure
Not sure. Looks like somewhere you should join only when you are racing competitively. Only seem to see them for mass cycling events, even then no other purpose clearly defined.	I know they exist but not sure what they do. My best guess is that they promote cycling in Singapore, but im unaware of their activities (or whether they have actually been promoting cycling).
Provide support for cycling community in Spore, groom future singapore cycling athlete, create national level events	Not sure. It is a pity. They could be more active. It would be so easy. Cycling has exploded in Singapore. e.g. they could organise a Tour de Singapore
Nothing in particular	To gather all cycling enthusiast and enjoy the sport in a group.
Safety	Promote cycling, bring together cycling enthusiasts and come up with new initiatives to benefit the cycling community
to promote and encourage people to use bicycle as their daily transport. making a pollution free world	Promote safety cycling
Governing body for cycling as a sport	To ensure safe cycling in Singapore
Voice of cyclist and their welfare in Singapore	Manages cycling events
To promote cycling as a sport, a form of leisure and commute	Encourage people to cycle
Promotes safe cycling?	

promote cycling i guess.	to gather cyclist enthusiasts together
Nationals champiopnships for different discipline , promoting cycling in singapore , coaching	Raise awareness of cycling
promote intrrest, safety,	to promote and protect cyclist interest
Not sure	Promoting cycling as transport
Frankly i dont know	Promote awareness.
Promote cycling	initate and organize cycling events
Not sure	Promote and regulate cycling events in Singapore
Promote cycling and cycling safety	Promote the benefits of cycling and form interest group to increase participation in cycling
promote safe cycling	Safety and regulation
Encourage cycling	Coordation participation in professional cycling races
National Sports Association for competitive cyclists	competitive cycling
Promote cycling through education and outreach event and organize noth leisure and competitive cycling evenrs. Advocate for government policies that suport cycling.	dunno

18. ARE YOU AWARE OF THE MEMBERSHIP THAT SCF OFFERS?

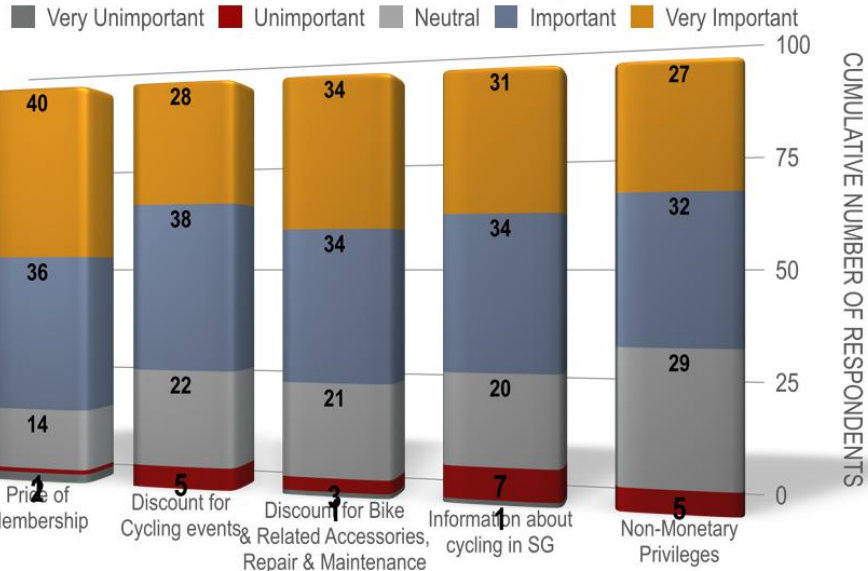


19. ARE YOU CURRENTLY A MEMBER OF THE SCF?



20. HOW IMPORTANT ARE EACH OF THIS WHEN CONSIDERING A MEMBERSHIP WITH SCF?

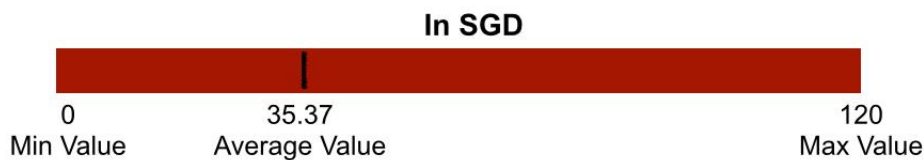
(FOR RESPONDENTS WHO ANSWERED "YES" TO QUESTION 16 ON KNOWING THE EXISTENCE OF SCF)



TOTAL RESPONDENTS: 93

21. HOW MUCH ARE YOU WILLING TO PAY ON AN ANNUAL BASIS FOR THE MEMBERSHIP?

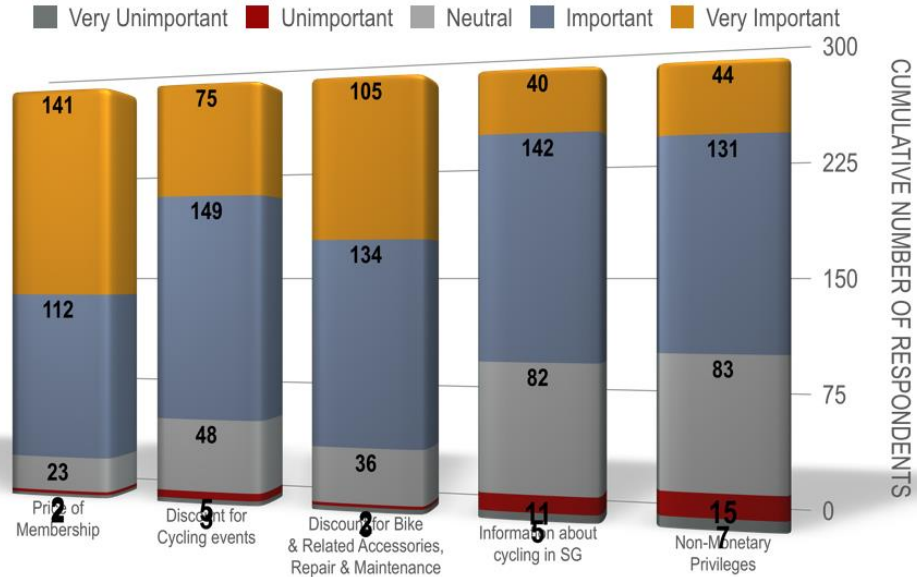
(FOR RESPONDENTS WHO ANSWERED "YES" TO QUESTION 16 ON KNOWING THE EXISTENCE OF SCF)



TOTAL RESPONDENTS: 93

22. THE SCF CURRENTLY HAS A MEMBERSHIP PROGRAM WHICH OFFERS EXCLUSIVE INFORMATION AND DEALS TO MEMBERS. HOW IMPORTANT ARE EACH OF THIS WHEN CONSIDERING A MEMBERSHIP WITH SCF?

(FOR RESPONDENTS WHO ANSWERED "NO" TO QUESTION 16 ON KNOWING THE EXISTENCE OF SCF)



TOTAL RESPONDENTS: 280

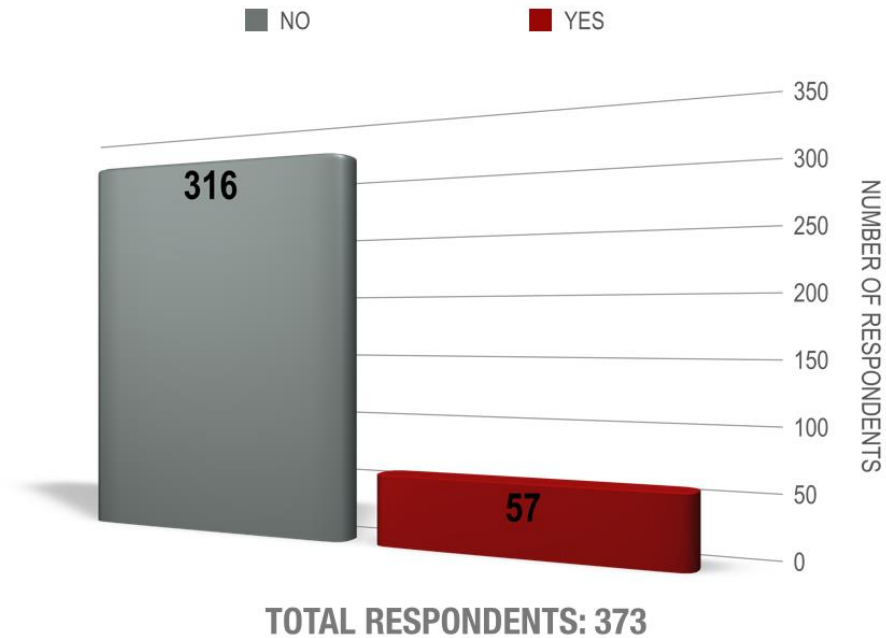
23. HOW MUCH ARE YOU WILLING TO PAY ON AN ANNUAL BASIS FOR THE MEMBERSHIP?

(FOR RESPONDENTS WHO ANSWERED "NO" TO QUESTION 16 ON KNOWING THE EXISTENCE OF SCF)



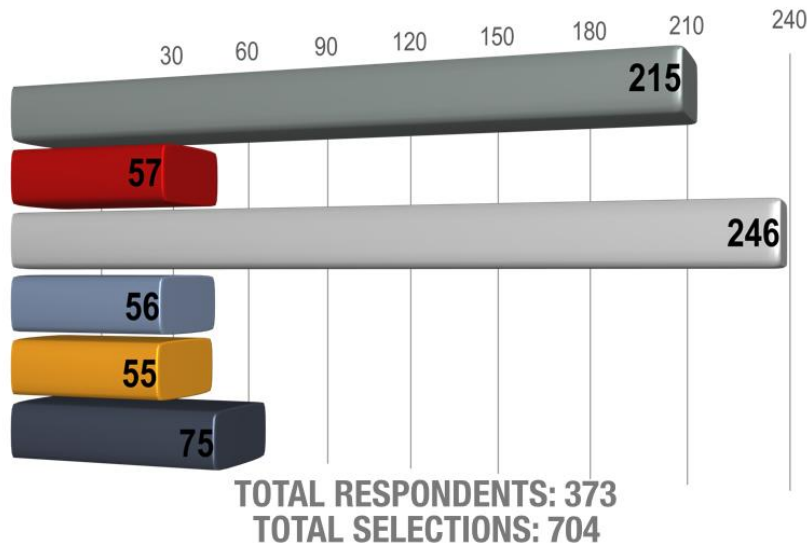
TOTAL RESPONDENTS: 280

24. DO YOU KEEP YOURSELF UPDATED ON CYCLING-RELATED NEWS IN SINGAPORE? (E.G CYCLING SAFETY IN SINGAPORE, UPCOMING CYCLING EVENTS, NEW CYCLING INNOVATIONS)

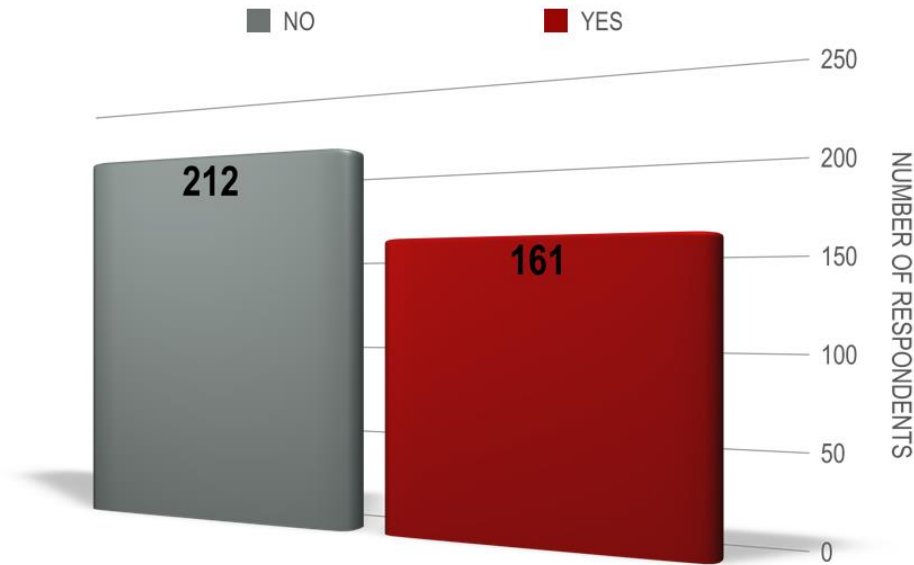


25. IF SUCH INFORMATION COULD BE MADE AVAILABLE TO YOU, HOW WOULD YOU LIKE TO RECEIVE SUCH INFORMATION? (MULTIPLE SELECTIONS ALLOWED)

- Email ■ Newsletter (E.g Direct Mails) ■ Social Media (e.g Facebook, Twitter, Instagram)
- SMS ■ Cycling Forum ■ SCF Website



26. ARE YOU SATISFIED WITH THE CYCLING INFRASTRUCTURE AND FACILITIES IN SINGAPORE? (E.G BICYCLE STANDS, CYCLING PATHS, PARK CONNECTORS ETC)



TOTAL RESPONDENTS: 373

27. WHAT DO YOU THINK CAN BE IMPROVED IN TERMS OF THE CYCLING INFRASTRUCTURE AND FACILITIES IN SINGAPORE?

(FOR RESPONDENTS WHO ANSWERED “NO” TO QUESTION 26 ON WHETHER THEY ARE SATISFIED WITH THE CYCLING INFRASTRUCTURE AND FACILITIES IN SINGAPORE)

TOTAL RESPONDENTS: 192

more space allocated for cycling	more cycling lanes along major roads to prevent accidents! so cyclists hv their own lane!
More cycling roads	Provision of cycling lanes on the roads.
More connectivity, safer roads	sheltered parking for bicycles and ensuring the security of the parking facilities
more cycle paths and public awareness of cyclists	More bicycle-friendly paths.
Cycling paths on roads. "Collect and return anywhere" system.	more lanes for cycling
Path for cycling or bigger walking path	Theft prevention.
More connectivity and secure parking facilities	Provide a lane mainly cycling
I feel that there should have a track for cycling. It is so dangerous to cycle on the main roads while the passenger is just too crowded and some of the road don't even have a place for walking/ cycling. I am scared about it.	more cycling lanes. currently, cyclist share either the roads with cars, or with pedestrians. should have dedicated bicycle lanes.
cycling lanes on main road, office showers, more considerate drivers	build more cycling path, cycling stand for us to loan bicycle
Storage/bike theft insurance	Park connectors are more extensive

more exposure for drivers and cyclist together. there is no co existence between a few black sheeps drivers against cyclist.	none
dun know	more secured way of storing bicycles
morr cycling path	Roads for cyclist.
No idea	cyclists should not been seen cycling on the road. Government should build more off road pathways for leisure cycling or for short distance commute.
more infrastructure	create a cycling path on the road and also road signs that it's a cyclists path. There are many cyclists cycling on the road but it's actually quite dangerous as large vehicle might not see them clearly especially at night if they do not have any lighting device placed on their bicycle.
no comments	better education for not only cyclists but also pedestrians and motorists
More path	More prominent
Cycling lanes	na
more route to cycle.	more bicycle paths. do not allow cyclists on roads as this would pose danger to motorists and cyclists
Can have more cycling paths connecting whole of singapore	dedicated cycling lanes
more PCN	Allow for stoppage/stand whereby cyclist can talk slow walk around and e
More bicycle tracks beside the footway	Not adequate
Safety	N.A
free	cycling track
cyclists must follow safety rules, widening of roads to accommodate cycle tracks.	Cycling lane
safer roads	cycling path on the roads
Bike stands and cycling paths outside of parks	PCN should not have too many crossings.
Increase in number	More cycling paths
Provide a map and directions	Cycling lane on d road
More cycling paths to connect places. Else integrate cycling onto vehicle road better.	scured parking
Designated cycling lanes	bicycle lanes
Create &/ enforce cyclist to undergo basic cyclist rules	Park connectors
mutual respect, drivers and pedestrians	Want to promote commuting on road, have a bicycle lane or other ways of infrastructure. Cycling on most pavements is not allowed now, and PCN does not take u to all destinations we need.
Learn frm cycling country eg: Europe	Bike Lanes
safer roDs.	safer bike storage areas and bike lanes.
If PCN is meant to encourage people to cycle, then it wold be very good to define paths for cyclists only and for paths that are meant for pedestrian use. This will minimize incidents and accidents. The path should be bicycle friendly (no grilles, no manhole covers, no badly designed routes) so that those with thinner tyres can travel easily. The other thing is to make roads safer so that road cyclists can enjoy cycling on the road with a peace of mind.	Safety of cyclists on the road. Improvement of general knowledge of road users to beware of cyclists.
Provide better cycling lane for cyclist	Safety for cyclists and the linkages for park connectors are simply disconnecting.
bicycle lane please. park connector is good though.	Dedicated cycling path

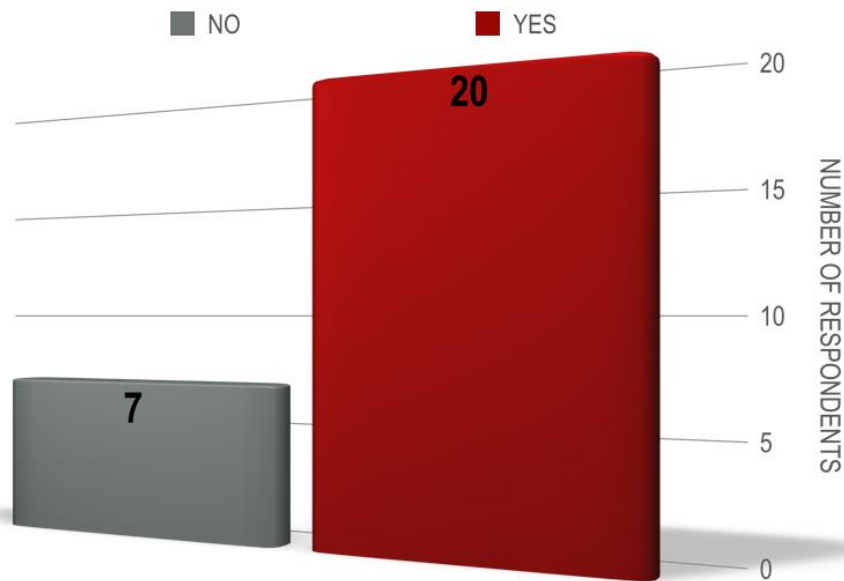
more heartland areas	dedicated bicycle lane with concrete road divider, more bicycle parking, more bike-friendly overhead bridges and underpasses, more bicycle rental services along park connectors
more designate terrain cycling.	lane for cyclist
cycling lane on the road	connectivity, shelter, locks
cycling lanes, or keep cyclists off the roads entirely	Nil
Singapore is not suited for cycling. Too many heavy vehicles around! Cycle sure up lorry!	Bike lanes
Cycling route and parking facilities	more cycling paths
More cycling tracks and bike stands which are secure	pumping station
bike parking lot	more bicycle paths
More places to rent bikes	build more
Designated cycling paths	On main arteries, dedicated bike lanes need to be erected. There is zero margin on the roadways today and we have not choice but to share them with motorists.
Wider paths, more vending machines at park connectors	Bike lanes on roads
More covered shelters for rain. Well lit parks	Cycling Path
More bicycle friendly tracks	Prescribed route , more paking facilities
Safer roads (friendlier drivers)	All depend on government's plan
safe parking for bicycles with video camera to prevent being stolen. Teach drivers & public to respect cyclists, in fact all should cycle so they understand cyclists better.	dedicated cycling lanes and shower/parking facilities
More. Don't see these facilities around	Bike stands should be equipped with shelters
Better interconnectivity	bicycle lanes on walkways like in Japan
infrastrucu	dunno
Have more cycling routes	have bicycle stations for public like what they do in some green cities (i.e. Taipei, some cities in China, http://inhabitat.com/washington-bike-rental-program/). It will be so convenient and easy for people to commute. At the same time promoting a healthy life style and reduce the need to use cars/ public transport! its green and it reduces co2 emissions
cycling lanes	More bicycle lanes to encourage commuting via bicycle
location, more parks	more bicycle friendly paths and places to store the bicycles without fear of theft.
More islandwide events	More Bicycles paths around Singapore
Specified cycling lanes that are separate from pedestrian paths	build a cycling path on singapore roads
Designate more paths for cyclists. In certain areas where bicycle paths are designated, pedestrians and cyclists do not really stick to their own paths and just use the paths interchangeably.	Cycling paths
N.A	more routes, cyclist path excluding pedestrians and motorists
free rental	Separate Bike Lanes so that it is safer to travel by bicycle
Bicycle lanes would be great. Also, education for drivers.	Cycling paths on the road
Security, in terms of large number of thief in bicycles	Cycling Paths, separate from pesdestrians.

Cycling lanes, secure parking spaces for bicycles	Bike Lanes. Bike Friendly Cafes. Safe Bike Storage/Shower Rooms/Change Rooms in vicinity of workplace.
Put in the right policy n enforce it before improving infra n facilities	Cycling lane on roads
more designated areas for cycling	SAFE ROADS
Cycling paths to MRTs and bus terminals to facilitate cycling as a form of transportation	more bike paths. more places to lock bike. some form of city bike rental / sharing system like in london / european cities.
More roads for cycling	Making bicycle lane on the roads , educating cyclist and pedestrian , promote cycling as another option as transport
Bicycle path to commute. Places to take bath and changing for bicycle commuters.	plenty. segregated roads, rest aeas, safe parking facilities,
Self-service bike rentals like in London, Taiwan a way to make cycling a mode of transport in singapore	More PCN networks or cycling tracks
DEDICATED BIKE LANES	More bicycle paths
More bike parking lots, more road space. MOST IMPORTANTLY - to be able to bring bikes onto MRT. Even non-foldable bikes.	Safer roads. More educated drivers.
More cycling paths	A dedicated cycling lane on the roads like in many european countries so cycling can be a viable form of transport.
Better experience for cyclists on the road, better PCN network	There can be more bikes for rental on-the-go, so that bikes can be a mode of transport between areas in Singapore.
more cycling paths	Bike lane and cue space on intersections
No stopping for red lights, infrastructure for mountainbike, high speed bike lanes connecting neighborhood to business centers and locker/ shower facilities at work to facilitate commuting.	More bicycle stand in institutions
Bike paths on roads	Bike lanes, more bike rental stations like in london and other big cities. More friendly long biking trails
More of such stands and the assured safety that my bike can be parked there without being stolen	Cycling paths and designated roads
Cycling paths are not available on many roads, making it dangerous to cycle side by side with cars.	More places that we can travel to on bikes solely
cycling lanes on roads!!!!	more cycling lanes on the roads
dedicated bike lanes (colored) on major roads connecting the entire island. Stiff penalties for traffic infractions caused by motorists. infractions against bicyclists who flaunt tradfic rules and/or endanger pedestrians.	Wider paths suitable for riding. The Taipei cycling infrastructure is really good - wide roads, and there are bicycle stations at every train station; people are able to use them with their ez link cards and cycle from train station to train station.
cycling paths are often up and down slopes making it very tiring to cycle	create cycling lanes on roads so that ppl can cycle to work or school without fear of cars or pedestrians
Allow public rental of bicycles like in London	dedicated cycling path
Infrastructure can be improved rather easily I think, what is more crucial is for mainstream society to be more accommodating to cyclists and not see them as strange	More bike parks
	More connectors

Cycling Lanes	more designated cycling pathway
bicycle lanes to ensure the safety of cyclist on the road	more park connectors
Cycling lanes in heartlands	More bike tracks would definitely be helpful.
More designated bicycling roads	Automated bicycle rentals like those in Korea so that consumers can rent bikes anytime, anywhere without being subject to the availability and opening hours of rental shops.
Regulations and designated lanes on roads	bikes to rent for commute on the streets
	bike lanes on roads
This is a point that i could write an essay on, but i will summarise 1) availability of bicycle parking spaces at MRTs and at malls (I wouldnt even mind establishing a bicycle license plate system and a minimum parking periods) as these seem to be concentrated in only certain areas. 2) Infrastructure that facilitates to racing cyclists in singapore. Locations such as East Coast Park and certain park connectors have humps and are littered with pedestrian despite being a "bicycle" lane, which does not promote cycling as a sport, and rather as a leisurely activity. Forcing racing cyclists to the roads. 3) This goes for all sports. Shower facilities are very limited. Those who commute to work are forced to other means for a shower, like a wet towel or a pail. Further existing shower facilities are often broken or abused.	More bike-friendly infrastructure e.g. more traffic lights for bikes, bike paths, bike rental/ parking (like in Europe)
Better demarcation of cycling lanes	separate protected cycling lane
Dedicated cycling lanes :)	Secure bike stands, shower facilities in offices, education of riders and drivers on safety.

28. WOULD YOU BE WILLING TO LEARN HOW TO CYCLE IF SUCH CLINICS ARE AVAILABLE?

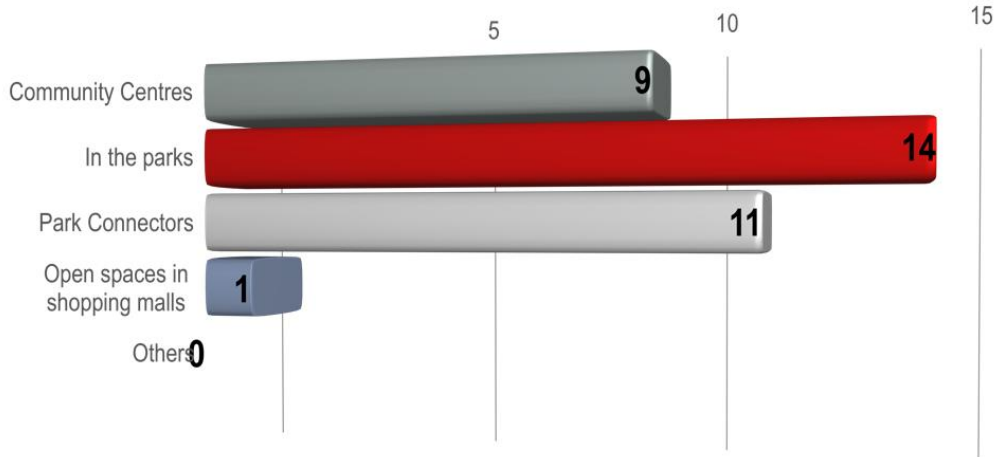
(FOR RESPONDENTS WHO ANSWERED "NO" TO QUESTION 1 ON WHETHER THEY KNOW HOW TO CYCLE)



TOTAL RESPONDENTS: 27

29. WHERE WOULD YOU LIKE THE CLINIC TO BE HELD?

(MULTIPLE SELECTIONS ALLOWED)

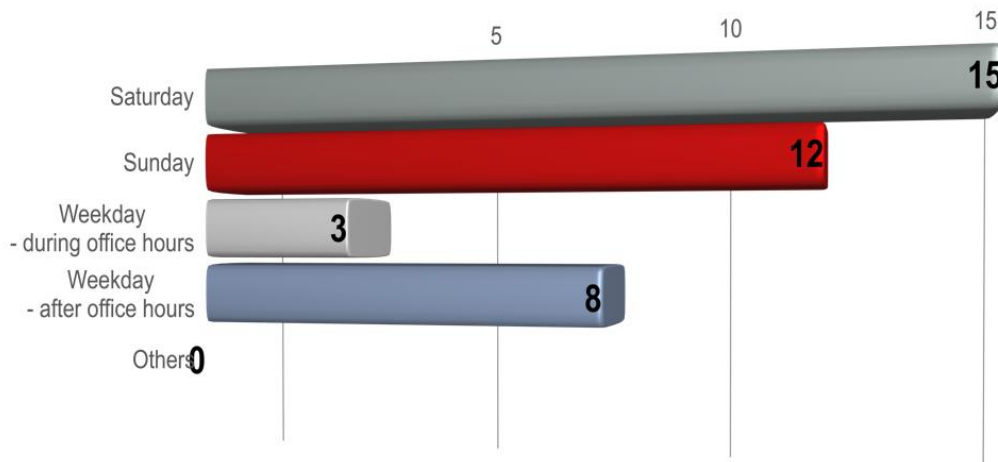


TOTAL RESPONDENTS: 20

TOTAL SELECTIONS: 35

30. WHEN WOULD YOU LIKE THE CLINIC TO BE HELD?

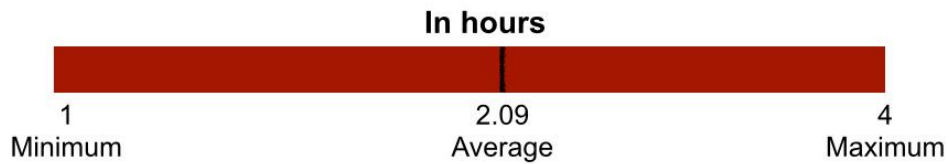
(MULTIPLE SELECTIONS ALLOWED)



TOTAL RESPONDENTS: 20

TOTAL SELECTIONS: 38

31. HOW LONG WOULD YOU LIKE EACH SESSION TO LAST?



TOTAL RESPONDENTS: 20

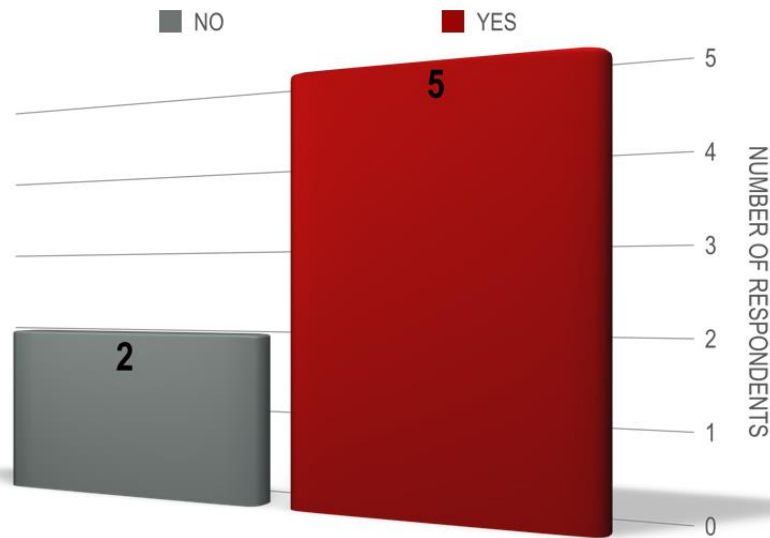
32. HOW MUCH WOULD YOU PAY FOR EACH CLASS OF THE CLINIC?



TOTAL RESPONDENTS: 20

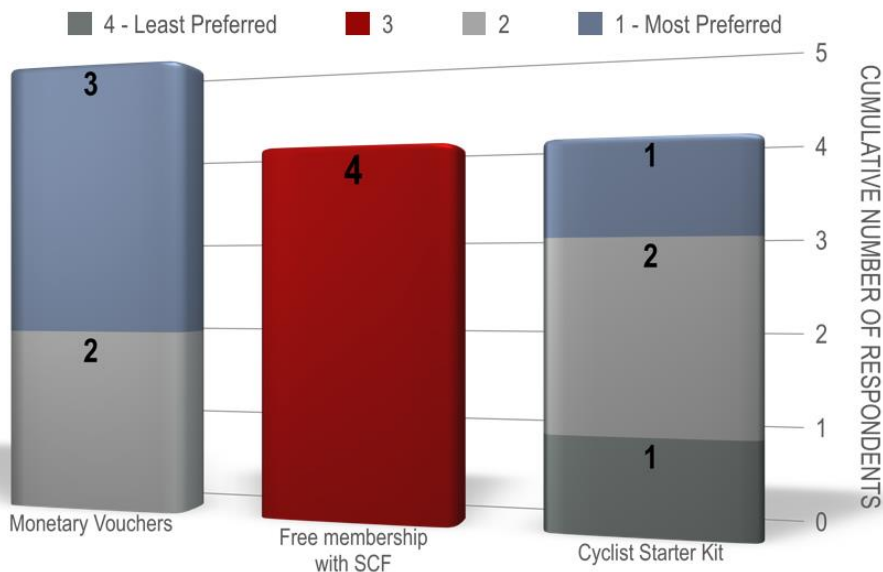
33. WOULD YOU BE WILLING TO LEARN HOW TO CYCLE IF INCENTIVES ARE GIVEN?

(FOR RESPONDENTS WHO ANSWERED "NO" TO QUESTION 28 ON WHETHER THEY WOULD LEARN HOW TO CYCLE IF CLINICS ARE AVAILABLE)



TOTAL RESPONDENTS: 7

34. WHAT INCENTIVES WOULD YOU PREFER?



TOTAL RESPONDENTS: 5

35. IF NO, WHY?

(FOR RESPONDENTS WHO ANSWERED "NO" TO WHETHER THEY WOULD LEARN CYCLING IF INCENTIVE WERE GIVEN)

Free response from respondents:

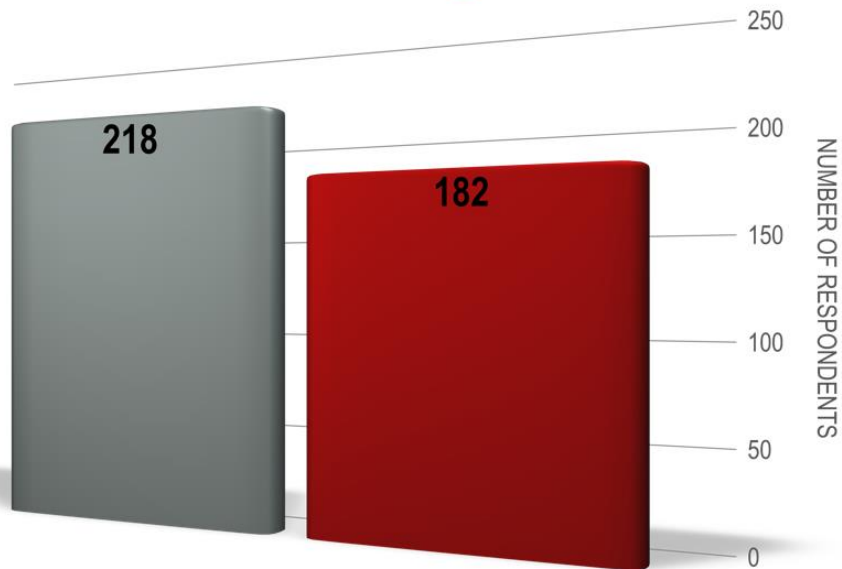
At my age it is too dangerous

No need

TOTAL RESPONSES: 2

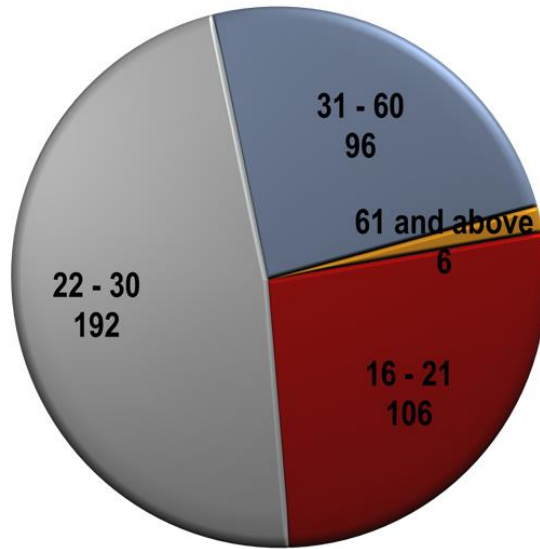
36. GENDER?

Male Female



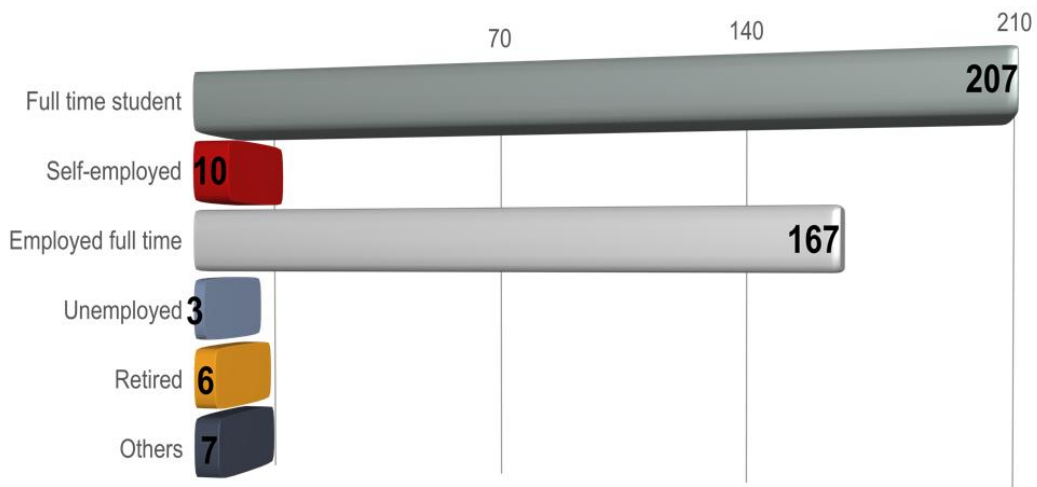
TOTAL RESPONDENTS: 400

37. AGE GROUP?



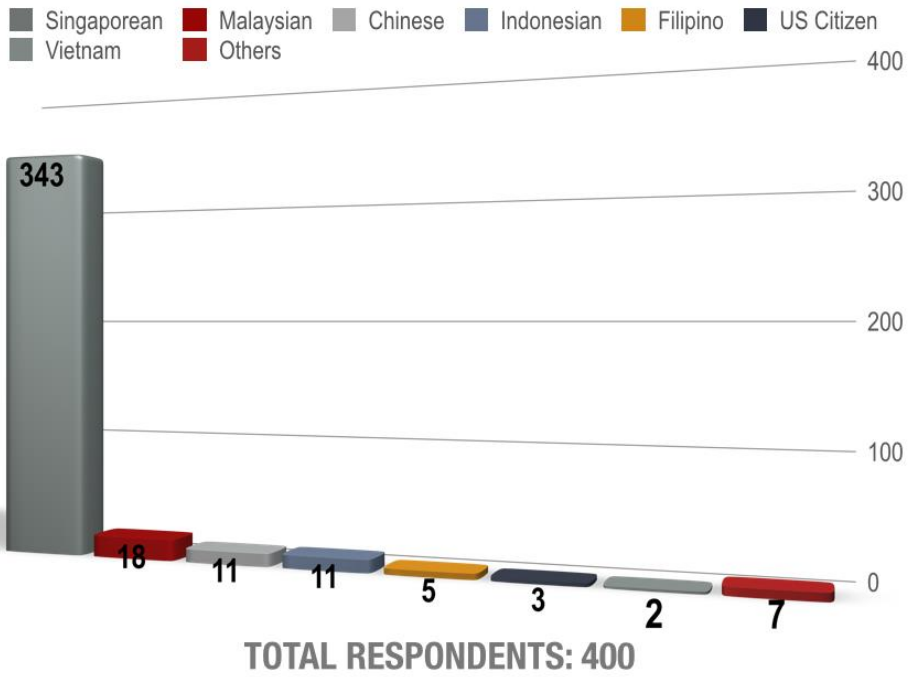
TOTAL RESPONDENTS: 400

38. ARE YOU CURRENTLY:

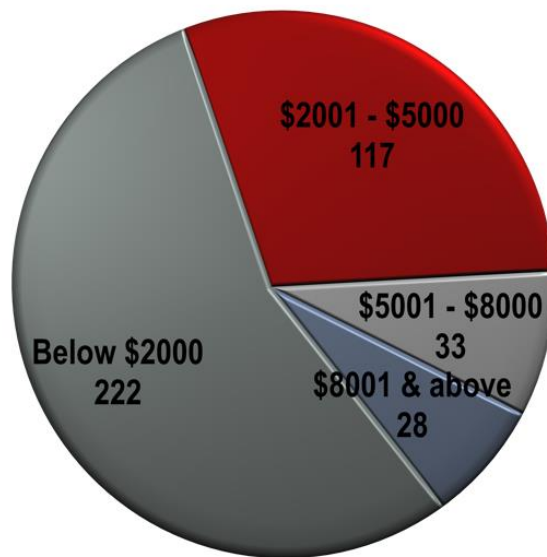


TOTAL RESPONDENTS: 400

39. NATIONALITY?

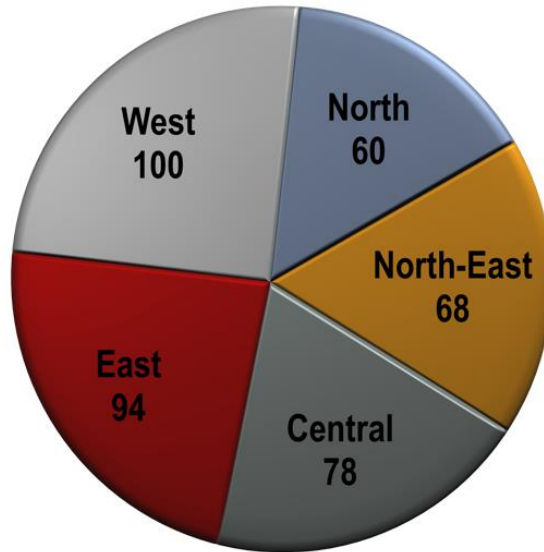


40. INCOME LEVEL?



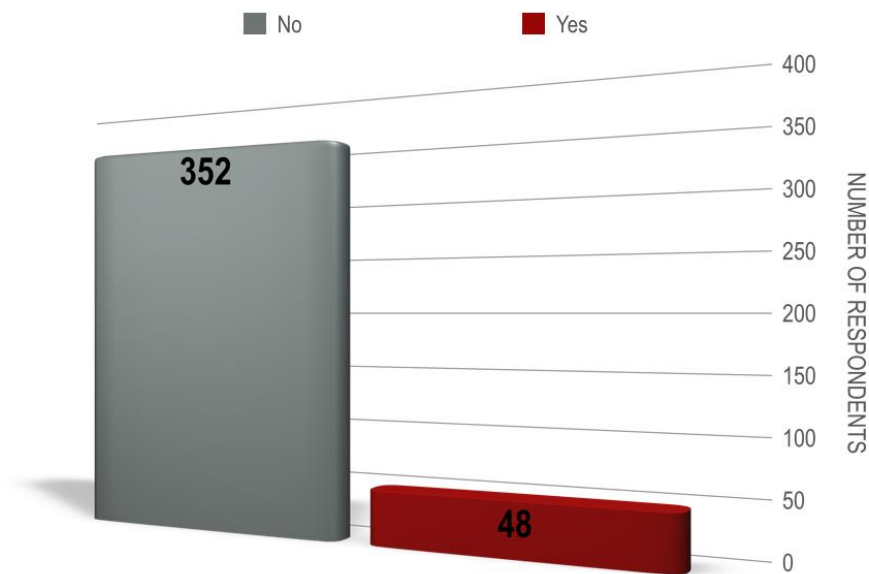
TOTAL RESPONDENTS: 400

41. WHICH REGION IN SINGAPORE DO YOU STAY IN?



TOTAL RESPONDENTS: 400

42. WOULD YOU BE WILLING TO PARTICIPATE WITH FURTHER INTERVIEWS WITH US?



TOTAL RESPONDENTS: 400

9.3 Appendix C – Interview with Team Midpoint

Interview with Daryl Chan from Team Midpoint

Date: 22 October 2014

Members present: Alicia, Gladys

Unfortunately, recording was not done for this interview and as such a full transcript of the interview is unavailable. However, minutes were taken throughout the interview session and summarized as seen below:

About Midpoint Cycling Club

- Midpoint is based in Toa Payoh
- Midpoint organizes rides within Singapore only.
- There are 3 main rides per week held on Tuesday, Friday Sunday.
 - **For Tuesday's ride** - There are about 50-60 participants. This ride covers a shorter distance and is suitable for amateur riders. The cycling route is also relatively fixed, beginning from Toa Payoh (their meeting point), passes through Thomson Casuarina, Yishun and ends in Punggol. New riders will be accessed at Casuarina and advised to head back at this stop if they are unable keep up with the pace of the pack
 - **For Friday's and Sunday's rides** - There are about 15-20 participants. The cycling routes are more flexible and change every now and then. Routes are suggested and planned by members
- For each ride, cyclists are released and staggered in groups based on their speed - 45kph, 38kph and 35kph or less.
- There is no formal recruitment system for Midpoint. New cyclists are welcomed to the group so long as they can keep up with the pace.
 - Unlike other clubs, Midpoint is relatively “open and welcoming”
 - Vis-à-vis: Joyriders allow non-regular riders to join but they will be at the back of the pack. Own JR members given priority
 - Partly cause they are a lot larger (100+ participants), needs some kind of system
- Membership in Midpoint is based on the purchase of jersey rather than a fixed fee.
 - Purchasing of jerseys is encouraged but not compulsory

- o There are no official or pre-defined benefits attached to Midpoint's membership
 - However being a member with Midpoint allows you to get acquainted with more fellow cyclists who may incidentally be owners of bicycle shops. Thereby enjoying informal discounts when patronizing their bicycle shops.
- Facebook is the main platform in which members stay in touch with each other.
 - o The Facebook group (as at time of interview) currently has 1000+ members
 - o Of which, the "Regular group" is only 55 people
 - o The Facebook Group is also the main channel to disseminate information about their weekly rides
 - o All other cycling related information such as external cycling events, priority to promotions, new cycling merchandises are also disseminated via Facebook
 - E.g. A special promotion to purchase Fly6 (a rear facing camera) was given only to members of the group and orders were consolidated via Facebook
- In terms of acquiring information related to cycling, Midpoint relies mainly on Facebook, word of mouth as well as direct mailers/emails from events & race organizers.
- As a cycling group, Midpoint strives to portray themselves as the "safe cycling club"
 - o Efforts to ensure safety of their cyclists include
 - Having experienced riders to ride in front and at the back of the pack to look out for safety of the entire group while cycling on road
 - Posting group cycling safety etiquettes before actual cycling event
 - However, it was mentioned by Daryl that because the same info is repeatedly disseminated before every ride, members tend to ignore it
- The two key challenges faced by Midpoint include the recruitment of new riders to the group and also the sustaining of ties between members of the existing group
- As a cycling group, Midpoint has not collaborated with any external parties before to create events (be it SCF or any other cycling clubs)

- o However, members from Midpoint will sometimes join events that are held by other clubs and vice-versa, contributing to a trend of “cross-clubs” participation
 - E.g. Members have gone on overseas cycling trips in Cameron, Taiwan organized by other cycling clubs before, members from Midpoint will also tag on to “Cyclelicious” (a cycling group in Singapore) for overseas trips such as the one in Malaysia that covers a route of 160km with a fee of \$200 (all inclusive)
- Midpoint also do not have any sponsorships or long term collaboration with external parties as they do not like obligations
 - o Commercial partnerships usually comes with strings attached
- However, SCF is not against the idea of a partnership with SCF
 - o For instance a tie up with SCF to help disseminate information for SCF

Views on Cycling Events in Singapore as a Cyclist

- Daryl feels that there is a limited availability of cycling events:
 - o He quoted OCBC Cycle as the only race currently available in Singapore
 - Further, he said that the only draw of OCBC cycle is that cyclists are allowed to cycle on Singapore’s expressways which is otherwise off-limits to cyclists usually. He said that “most people do it for novelty”.
- However, Daryl also recognizes the limitations of organizing events in Singapore
 - o He highlights that the cost of participation in local cycling events tend to be more expensive as event organizers are charged per metre square by LTA for the partial closure and use of roads in Singapore.
 - “For a 40km non-competitive cycling event, \$70/80 for OCBC Cycle is expensive”
 - o Length of cycling route in local events is also very limited
 - Partly due to cost imposed by LTA and also due to the size of Singapore
- Thus, some cyclists turn to events in Malaysia instead
 - o For a longer route (160km), it costs only \$200 inclusive of participation cost, lodging and food

Views on Cycling in Singapore as a Cyclist

- Daryl feels that cycling in Singapore is restricted by physical constraints
 - To a cyclists like him, Singapore is too small and the most you can cycle is about 140km for the whole perimeter of SG
- In terms of cycling facilities and infrastructure in Singapore,
 - On the whole, he feels that cycling facilities are lacking. More could be done if the government wants to encourage more people to cycle.
 - Further, he feels that cycling on the roads can be quite disconcerting for new cyclists
 - The implementation of bicycle lanes would help to make cyclists more confident when cycling on the road.
 - In addition, greater awareness among motorists and drivers would also help to make cycling on roads safe for cyclist
 - Also, connectivity and the awareness of park connectors could be improved
 - He mentioned that are still many parts of the PCN that are unconnected. For instance, roads in between PCN causes cyclists to have to dismount and thus have breaks during their ride
 - Furthermore, many cyclists are unaware of PCNs and do not know how to utilize them to get to their destinations.
 - A map or guided directions to cycle to landmark places would be good. E.g. to the market or mall
- Daryl thinks that infrastructure needs to be there first before authorities can get more people to cycle
- Daryl also commented that efforts to promote safe cycling is also lacking
 - More workshops or education would be good

Perception towards SCF as a Cyclists

- SCF needs to be clear about its positioning in the cycling scene
- He views SCF as the body responsible to promote all 3 kinds of cycling, namely: Competitive, Recreational, Commuting
 - However, he feels SCF's presence is much stronger in the competitive scene
 - Presence in the recreational cycling scene is not as strong as OCBC's presence
 - SCF is only seen as an endorser of recreational events

- o Similarly, presence in promoting cycling as a way to commute is also not strong
- He feels that SCF needs to more presence in these areas and that SCF can definitely do more
 - o Areas and directions in which SCF could look into include
 - o More workshops and education on safe cycling
More promotion on ways in which people can explore Singapore on bikes
 - o More cycling races organized by SCF
 - Typical cycling races and also unusual events. SCF should think out of the box

9.4 Appendix D – Interview with Joyrides Recreational Cycling Team

Interview with Darren Tham from Joyriders Recreational Cycling Team

Date: 5 November 2014

Members present: Alicia, ShuLi, Gladys

- A: So we will like to start off by asking whether you mind sharing with us your role in Joy Riders.
- D: I am a ride leader for the weekdays and I also announce the weekend rides, whether there are any changes, road changes, public holidays. I'll post them up on the internet or send the riders e-mails.
- A: So I understand that from Joyriders' website that there currently are weekday rides and weekend rides.
- D: There are weekday rides everyday except Monday. And every weekday, there normally will be three groups. Fast, not-so-fast and newbies. Same thing on weekends but this also depends on the ride leader, and how fast they plan to ride. But generally, it is split up into this sort.
- A: Besides all these rides, are there any other activities that you guys do?
- D: Yes. Christmas parties. Chinese New Year. After races we also have post-race parties, if we or the racing team has done well. Anyone that we know off that participated in the triathlons and bike races will hold a party.
- A: You mentioned racing team. Do you mean Joy Riders racing team or?
- D: Joy Riders.

A: Currently, how many members are there in Joy Riders? I understand that it is one of the largest group in Singapore.

D: 1000

A: Active members?

D: No. Total. Active members.. Uhm.

S: Roughly, what's the take-up rate for each event? For example, for each daily ride? Weekday rides?

D: A mixture. All the other clubs latch on to our timing and they basically follow our route. So I cannot tell exactly. But generally, we have 30-50

S: Wow. Cycling together?

D: Ya. In the different groups.

A: Cycling with other members from other clubs, is it like a formal partnership or is it an ad-hoc kind of thing?

D: Because most of them actually would have started off with Joy Riders, before they spin-off. So they are still friends with us. Generally, we do not make enemies, We are very friendly.

S: So are these clubs from all over Singapore? These clubs that Joy Riders are affiliated with? Is it a formal affiliation?

D: Not formal.

S: So it's a friend-friend kind of thing. A small circle?

D: Yeah. Regular cyclists.

A: Being a regular with Joy Riders, what does it entail? Does it give you any kind of benefits? What's the difference between joining the ride as a member and a non-member?

D: Firstly, you have seen our logo. We have an identity. Some form of branding there. So we work with a few bike shops, currently we work with Bike and Bikes at Jalan Bukit Merah. You'll see our logo on that shop. So if our members go there, they get preferential treatment. Likewise, the latest one is VYX. Nice guy. We know one of the owners and he rides regularly. The members get 30-45% discount and you get first chance look at end-of-year sales.

A: So to become a member, do you have to pay like a membership fee?

D: No. You just have to buy a jersey. Sign up on the forum and buy a jersey. You will be vetted by Joyce, or me or one other guy. If everything gets through, you pay and you'll be official.

S: What do you mean by vetted?

D: We will like to see your background. There was a scammer recently, he got to know the members and tried to sell them laptops. Pay me cash then meet me at MRT station that kind of thing. So we try to vet as there are some people that just want to sell bike parts. We are purely recreational and we will like to keep it that way.

A: How do you notify your members about any on goings of Joy Riders?

D: Through Facebook, e-mails. The key personnel are in a Whatsapp group so if there is anything that needs to be done, Joyce passes down the message and

the key personnel circulates the e-mail.

A: In terms of external events, how do you all get to know about them?

D: Lots of them know Joyce, so they will send her invites and special discounts. That's one of the things. If you join Joy Riders and if you go for overseas races, you will get discounts on registration fee. Another thing that has been quite big recently is our overseas trip. We have a fully supported trip in places like Italy, France and Japan.

S: Have you joined any local races, like the OCBC Cycle that sort of thing?

D: Yes yes. I've joined some. Like team time trials by the SCF. They have some that are open to any riders.

S: What do you think of the events that are organized by the SCF? What's your impression of it?

D: Not too bad. They have time trials, team time trials. The only thing is that it is always in the same place. Changi. So after a while, cycling the same route gets boring.

S: What's your impression of SCF now? What do you think is SCF's purpose in Singapore?

D: I've been cycling competitively for many years. So I started off when SCF was still known as SACA, Singapore Amateur Cycling Association. They used to hold their races in Farrer Park. So it started from then. I think they can do more only provided they get more funding. Because we have spoken to them before, Jun Rong, secretary or president. He may still be there. When he organize the races, you may not know this, but any public car park along the way they have to pay a certain fee for that duration, meaning they have money to pay to the police for the cordoning of the roads. So, big name races usually have big name sponsors like OCBC. When OCBC comes in, it must not get too messy through the external event management. They could do more, I think, if given the

chance, to be at least included in all these events.

S: What do you mean by more? Do you mean by being the organizer of it, or having a bigger stake in these competitions?

D: Not necessarily have a bigger stake. At least now they have OCBC. So the national team gets the exposure from the OCBC which I think is a good thing. Once OCBC pulls out, they have to find another company to come in. It's better if they worked through SCF, as after all they are the governing body. So if they do that, all SCF needs to be doing is to find sponsors.

S: One of the ideas that we have for SCF is besides playing a more active role in the events, is to build a more unified community in Singapore for cycling. Maybe linking all the clubs together that sort of thing. What's your take on this?

D: You mean like all the clubs have to be registered under them?

S: Something like that. But it also helps in the dissemination of information and maybe, discounts for shops that partner with SCF.

D: The other clubs other than us and Mavericks, Kenasia, they are not so well-organized. They are very loosely organized. So they only have a jersey for identification. Might be difficult as there are a lot of small clubs.

S: Do you think the cycling community is very spread out or united? It's quite a huge community in Singapore isn't it?

D: Still quite small. Can be grown. As I said, they most likely started from Joy Riders and that's how we know them.

S: What do you think of cycling in Singapore? What's your perception of it? I mean, you cycled in Europe. Is it very different?

D: We need bike lanes. It won't stop all accidents but it will help. You actually don't have to widen the road. Just draw a line. If there's a cyclist in there, you have to stay out. This is what we have been preaching for quite some time, but the government seems to think its very costly. And we do not have to draw it everywhere, just the bigger roads.

S: I know what you mean, I remember seeing dedicated bike lanes back in Europe.

D: In Malaysia, they do not have such lanes, but they have lesser accidents, probably due to lower density of the roads. One of my friend tell me that they are more friendly and accommodating.

S: Did you participate in the OCBC Cycle?

D: No.

S: Did you hear about the accidents?

D: yes. I could see it coming. Because the route that they choose. Benjamin Sheares road. I travel along it every day to work. You can see the big potholes. Up till the event day, nothing has been done. The potholes are still there. I believe the guy who died probably hit one of those potholes.

A: Do you have any other reasons why you did not join the OCBC Cycle?

D: Safety. There are a lot of people who have accidents at the finish line, everywhere it occurs.

S: Do Joy Riders face any major problems or challenges right now?

D: Controlling the rides. Sometimes it gets quite big. The bigger it is, the more dangerous it is. Motorists will get impatient. Smaller packs are not so bad.

S: When you say control, do you mean limiting the number joining the ride? Or?

D: Limiting them. Helping to educate them to give way to motorists. Sometimes you stop and people behind you still beat the lights.

S: this means that demand is actually quite high, since there is a concern of the size of the group?

D: There are quite a lot of people. We used to have a problem because everyone gets frightened of the speed. Then we now have these newbie group. But problem is, this newbie group is now fit and unless we have a cycle, or renewal, there are few who want to volunteer. Normally, we want our more experienced riders to step down and chaperon them, which is not too bad. you always need people to step up. Sign-up rates?

S: Are you looking to grow your pool of members?

D: We are not looking for that. We are happy as we are. If you want to join us, you are still welcome.

S: So it's more to improve the experience of those in the group?

D: I think we are doing quite well. There are quite a number of riders now. We have regular trips to new places like Cameron Highlands to train.

A: Are these trips organized by Joy Riders?

D: Yes.

S: Where do you get all these funding from, to go to Malaysia?

D: People who sign up will pay.

S: So it is right to say most of these trips are self-funded. People are chipping in to go for it.

D: Yes.

S: Do you all work or have partnerships with other companies?

D: We only have sponsorships for the cost of the jersey. But all these smaller events are self-funded.

A: Have you rode on park connectors? What are your impression on the connectivity?

D: Yeah, I have. They are very good. Except in the morning, we get pedestrians blindly crossing the road because they have their phones on, back facing you. The scenery is not bad, especially in Punggol, Yishun.

S: I heard right now the connectors are not connected with each other. Am I right? They are still pretty disjointed all around Singapore.

D: Mm yes. Certain parts you will have to join the main road and then you reconnect to the connectors. It cannot be connected because you have to crossover the road unless build an underground crossing.

S: Mostly your events are on the road right? They are not on the park connectors?

D: yah

S: Do you think enough is being done in Singapore regarding promoting safe cycling? In terms of etiquette and what to wear?

D: From the government, no. More should be done. Mostly is the individual clubs promoting it and we are trying our best to educate each other.

S: Not enough in terms of infrastructure or..

D: Nope. They only need to do one thing. Make it compulsory to wear helmets. Second thing is to cut down on motorized bicycles.

S: Motorized bicycles are a problem?

D: Yeah, they are getting faster. It's quite dangerous. And now you have motorized scooters. That's not slow also.

S: They are mostly like motorcycles already right? I saw one recently and it was quite fast.

D: Yeah. I think these two things will make it quite far to make it safer.

S: What do you think of the awareness portion, like education etc.

D: They still have the road safety part. I heard from my children. So they have continued that.

S: Do you think the clubs should take control of the education portion or should it be the government?

D: No. the government should mandate it. Make laws. In Australia, you have to wear a helmet, whether you are going round the corner, you have to wear a helmet. In Amsterdam, if a cyclist gets into an accident with a motorist, the motorist is deemed to be at fault first as the cyclist is weaker party, until it is proven otherwise. So this is quite fair as it protects the weak.

A: Within the club, do you all have such habit, like to wear helmets?

D: Yes. We have a long to-do list for our new riders on our Facebook page. Problem is it's too long. I looked through it just now and I didn't realise it's so long.

A: Is it effective?

D: There is this guy who post the PSI level. As when the PM2.5 gets too high, the ride gets cancelled due to health reasons. We talk about bike type, distance and some rules. Lights, carry ID, carry money, phones, things to take note off, safety, it's so long. It's quite a lot. there has been accidents due to cyclists not paying attention.

S: Previously, we talked about SCF taking the role of organizing more events. Because SCF is really limited by funds, rather than holding events, maybe they can play the advocate of safe cycling. Like sanctions. For example, events like OCBC may not be safe, but if SCF goes there and regulates it, and do checks on it, do you think it will help with the credibility of the event?

A: Will it be more enticing?

S: Because right now OCBC gets external vendors to organize it, so they may not

have the technical expertise for it.

D: Around the ECP area, when they make a turn, previously it was in the dark. Now it's in the light. The earlier batches were riding practically in the dark. Sometimes you can't see. Basically, when you're in the group, people in the middle or back can't see what's going on in front.

S: Do you think SCF being involved in the safety aspect, do you think it will help in boosting the confidence?

D: Don't think it will make much difference unless the LTA or police says its safe. Sometimes for the roads, the U-turn points, it's very logical. For such a big mass coming, down to a one lane, bound to have problems.

D: Were some of the problems I raised true?

S: yes, especially the funding portion. Because we heard the funding was based on the performance of the riders in Singapore.

D: Not really the performance, but also the marketing plan. I know tennis suffers because the association do not think they should be bothered by all these things as they are quite small. Billiard is also another problem. Many of them are billiard players themselves, and they paint a long story. they are good but they are probably not good at writing plans. But unfortunately, it is still based on the written paper. they do not look at potential of the players. they are good players but they need funding. they are self-funded but how long can your own expenses last. Maybe the associations will top them up for some expenses but mostly them. Auto-racing is also another one. Fortunately, most of them are rich. But I'm sure most of them have the passion but do not have the money. I am told there is one guy, 17 year old who had a chance to try out for the Grand Prix, but because of the funding he couldn't get enough money to fund his trips. But then Singapore has Grand Prix, why not just sponsor him. But millions are poured into football.

S: What's the length you normally cycle for?

D: The shortest is 36km.

S: Our hall has one that is overnight and it's more like a supper trail

D: We used to do that. We had one lady who was passionate about food. She organized this tour where every Sunday we rode from hawker center to hawker center. But by the time you reach the fifth hawker center, you're full already. We always try things like that, but it's dependent on the person as well. Once the person is gone, the ride stops.

S: So it's all own initiatives?

D: yeah. Joy Riders do plan events now because there is big enough a group, and there are events around here and around the region. There used to be only one person doing everything from logistics to talking to the members. Now, at least we have the management decide who they feel is responsible or if someone volunteers to do it.

S: Do you guys cycle very fast?

D: We cycle mostly for fitness. On Sunday, we have a fat-burning ride, which is controlled. Everyone knows that we cannot exceed a certain average speed. Because if we cycle too fast, we burn muscles instead. Glycogen will be depleted. Speed is controlled to help you burn fats. Most of our rides start from the Long House.

S: Are the routes very different or largely similar?

D: Between the groups very similar. Most of the time will be up to two hours. There will be small deviations. Everyone likes NTU because of all the hills and the variety of them. They can go halfway to NTU and do some intervals and continue their way. Along the way, they have Mount Faber, Bouna Vista Road,

NUS, Rifle Range. We do in the morning. We start at 5am on weekdays and 6am on weekends.

9.5 Appendix E – Interview with Joy Riders Racing Team

Interview with Lucas Goh of Joyriders Racing Team

Date: 29 October 2014

Members present: Alicia, ShuLi, Gladys

A: Thank you for taking time off to coming to meet us. What is the focus of Joy Riders racing team and what's your role in it?

L: Formed from the social group of Joy Riders, biggest social cycling group, we have close to 1000 members. Over the years we realized that we see that there are people who want to race, people who want to cycle for leisure, and people who want to cycle competitively. When these competitive people goes with the group it causes issues and there's also a lot of restrictions, better to form a team instead. Good to form amateur team, so you keep the social group intact. New comers can still join the rides, which the more senior or competitive people can join the racing team. Target for the team, we don't have a real target, although we benchmark ourselves against the amateur teams in Singapore. We are among the top 3 top 4 cycling team in Singapore easily. Based on the races we do, we want to be more well known around the region. One of the few teams representing Singapore, we are not like a pure expat team. Our team is very localized. Our whole managing committee are also locals, we are registered as a club and society in Singapore under Singapore law. Our sponsors we tend to approach more on locals sponsors also, to portray the image. Of course we have a lot of guys in the team that are from other countries.

S: What is your role in JRT?

L: Officially, in black and white I am the vice president. I'm more or less in charge of marketing, which means most of the enquiries will first come to me.

When it come to the racing part, it depends on individual performance at the certain period of time and what kind of race, then we have different roles. I mean if it is a flat big open course, then a small guy like me will

suffer, so I will not be the star of the race definitely.

When there is more hills involved, depending on individual performance. Then sometimes one could be injured, and just came back in, he can do his part, and race can go to someone who has been training and performing very well for that race.

A: Currently for JRT, how many official members do you have?

L: Don't really keep track of numbers, I think should be about 15, we can keep the number at 15 at the moment. We don't want to expand too big, neither do we want to keep it too small as well. It is always a tricky balance of how much is too many and how much is too little. If your team is too small, practically each race you go you will be quite lucky if half the team can make it. Good racing team you need probably about 8-10 guys in one race to make an impact. Anything less than that it is very hard to control the race, and I don't see any teams being able to send any more than that, in one category. Many you can split two different categories, 4-5 guys in each category, that's not an issue, and that's what most teams do. But when you have 4-5 guys in each category, you cant control the race at all. That's why when you see the results you can see the Malaysia local team has always the better results then our overseas team because they go in with 12 guys each time for the races.

A: In terms of recruitment for the team, is it directly from Joyriders recreational group or external as well?

L: I myself came from external, so it's always through the spread of word by mouth. Good mixture of people approach the team directly, there are people who join us for rides, we notice that they are really good, and they don't belong to a team, so we will ask them if they want to join us also. We don't really go out and ask, we notice people and invite them for riding, for training. And if they like it, after a while they will want to join us. In this kind of amateur set up, it has to be the individual wanting to join us and not us convincing them to join us, cause this is not professional. There's no point in us trying to sell to them.

A: In terms of events and activities, what do you guys do apart from training for events and going for races? Do you all organize events as well?

L: Depends, we try to go for as many races as we can. We do have training camps, where we train overseas together. We have enough problems try in to do the training. I do think we have even considered about doing events but a lot of us including myself has volunteered our services to other people's events. For example I think recently there was a charity ride that required people to do 160km of riding. I ever volunteered for some social help, to do a night ride for teenagers and troubled kids. I went there as safety cyclist for them. The person has to want to do it also, and also to spread the name of the team. But, the person has to be comfortable to do it in the first place, I wont go to the extent of asking people to volunteer themselves for the event, as this will defeat the purpose.

S: So rather than organizing your own events, you participate in external events?

L: When we want to do the event, what kind of event should we do that portray the correct image as well. If we were to do a cycling event, practically there is too much logistics involved for a racing team. If we were to do a cycling event, or a training event, then there will be people thinking are you a racing team or just a cycling club. So we will always have to be very clear on how to portray ourselves. And our sponsors will ask, you are supposed to train during the weekends why were you all teaching people how to balance over two wheels over the weekend that kind of question. More of less I think the biggest part is also that all my guys, including myself, we have a full time job, we have a family. The limited time that we have for cycling we will want to train more than doing anything else also.

S: So for the events that you all participate, where do you all hear about it? Is there some kind of platform where you get your information from?

L: There's a good racing environment, I wont say a close group itself. I think one very strong media is Facebook, we get invited to races via Facebook a lot. We have an excel file that we will put in the races throughout the whole year, the whole season. Each member is supposed to go in there to indicate which races they want to go which races they want to train for. We also have to be very clear on what we consider as a race, what we

consider as an event and what we consider as a non team event which the ones we want to do for ourselves. For example, when I did the NTU bike rally, it was not a race, but something that I want to do, so it was not part of the list. I think our main priority we always try to do the local races if possible, and also the Malaysia races. We also race in Thailand and Indonesia quite a lot.

S: So it is mostly based on like relations, people you know that invite you over?

L: Ya, it's likely we are very competitive with other teams, but on good terms also. Whenever there is a race and someone and someone ask if we are going for the race, and we ask what race, and they will share the information. I think honestly most of the race organizers do know which are the teams around, and they know who to invite, especially for Singapore.

S: So it's not very common for you all to not hear about the races right?

L: Very uncommon, especially for road race. At least not to the point that we never hear of it. Other than in the team, a lot of us are also members of different Facebook group for cycling. A lot of these groups will be asking who wants to go for this race. If there is a race I will race with the team, if it an event I will decide if I want to do it.

S: Who are normally the organizers for these races, do y'all consider OCBC to be the organizer for the OCBC cycle?

L: I guess when the public hear of OCBC cycle, the first thing that comes to mind is OCBC. People like us who have more inside information, we know it's not OCBC, they are just the title sponsor for the event and we know which company does the events.

S: Are they event organizing companies? Or are they like specifically cycling based event organizing companies?

L: You mean the races that we do? I think a lot of them are specific cycling organizer. There is no real dedicated company to organize the races. Singapore, the most successful one for the past two years and we have been supporting them a lot is CycleSports, it is a company that organizes races for all the Singapore teams but not in Singapore cause it is too expensive. So he does very good support for races in Bintan, Malaysia. That is a very clear example of company that does racing. Pretty small setup, I think the actual staff is 2 or 3 guys only. But they always get volunteers, photographers and local people to be involved in the organizing as well. Actually their race entry fees are quite high, but none of us are complaining cause the race is very well organized. When it comes to the Malaysian side a lot of the races are much cheaper. It's only the really well organized events that the local government is involved. The police is involved, even the army is involved, and you have local people volunteering.

S: Do you participate in the OCBC cycle?

L: Honestly, I did it once, then I stopped. For the past two years I had not done it already. And I got so shocked by it.

A: What made you joined and what made you not join anymore?

L: What made me join is that it was the first main cycling event. At that time I was pretty new to cycling, I wasn't racing yet. So I went there, and the way they organize, I mean they tried their best, I know what are the issues they face but sometimes there no solution. Because they are supposed to categorize if you are this speed then sort by wave 1, wave 2, wave 3. When all the kiasu Singaporeans come in then they will all go to the front also. Once the race starts, and because there is a lot of different standards of speed. And it was so dangerous as I say that once it starts, then it is messed up. The roads are quite nice, except for the turning areas which was quite ridiculous. When you try to do a u-turn in cycling where you have more than a thousand riders, it is almost impossible to do unless you have a really huge car park and you will force people to slow down also. And I think certain rules have to be set earlier, like if people want to overtake you then you have to make sure that you avoid the right. There is a lot of shouting going on, a lot of sudden movements, as people get scared. That's why a lot of accidents happen. I think it is also the way they marketed the event, race against yourself, prove yourself. So one thing about cycling is very dangerous when it is a short distance, people start

speeding. The problem with cycling is that 30km, 40km, people will go crazy as they think they can finish it within 1 hour, so they go very fast and very hard, and they lose control, that's where your accidents happen as well. As a racer you fear of their safety, after 5 minutes they will be so tired and weak.

S: So its more of a not enough knowledge among the non-competitive cyclists on the race?

L: Cycling there's so much factors involved and so much danger you put to other people. I see a lot of people getting into injuries not because of themselves but cause of other people. There have to make people understand when they organize the event. Either they market more, or they change the categories. One thing they have to overcome, to be so not out of control.

S: OCBC recently change their organizing company to a new one, do you think it is sufficient to make you want to do back to OCBC cycle?

L: No, unless they change the whole format of the event itself. Safety protocols, distance and I guess the mainly the way they are going to run the event itself. I think the challenges for all organizers are the same, because of road closures which is so expensive, and because of that they have limited time to do the event, and when they have limited time to do the event, then it will be very hard to control the wave.

A: Currently does JRT have any partnership or links with SCF, any formal ties?

L: No, we are their customers, cause we have to pay them for the membership. Currently everyone on the cycling community is thinking what they are doing. We all recognize that it is not an easy job, we will all appreciate if it is more transparent. If help is needed, where can we chip in also. For example, the national championships which is supposed to be in November. Found out through the championship over Facebook with very short notice. That is the image that they are portraying. As someone who is

in the management of the team I understand how difficult it is to do so but I guess they really need a lot of transparency with the cyclists on their challenges and how can we help. For many of us we have this question, where by are they towards the sports, or are they looking into cycling in Singapore as a mode of transport? So far we have not seen any direction or indication that the government want to support cycling as a sport for all levels, whether it is mountain biking, time trailing or event track cycling.

I think SCF has to be very clear with us on their stand, are they into the sports, or are they just here for the national team, or for the transportation of cyclist, or just a safety committee to make sure that we have less accidents in cycling. Then at least we know its clear cut and we are more focused.

A: Following that, with regards to their effort in competitive cycling, do you think it is enough, or what do you think they can do more?

L: This year they have increased a little bit. This year they had a Singapore celebration event which my team took part and we did pretty well also. So as I said, ya, they can do more, it does not have to be big events, but if they could do more events, definitely there will be more support. If they want to do community cycling, they just need to have more races and evens. It doesn't have to be a super big race, it can be a small one, like the coastal road, I guess that's the easiest place they have control over.

S: Lets say like instead of organizing the event, they were to work in partnership with like organizers, maybe OCBC and other organizing company in coming up with a safe cycling etc. Is it something that you might look towards?

L: As long as the races happen, that's our key priority. We are not that worried about who does it. Of course ya if it is a first timer then we will be scared as well. I mean SCF have some experience. DirTraction, I don't know how cooperative they are with SCF, but for all the events that they are involved, it has always been very smooth. Like the recent SCF event that they did with DirTraction, it was pretty well done also. All the big events in Malaysia use them also. As long as the race is well organized, we will do it anyway. It doesn't matter who is the title sponsor.

For us is, first if there is a race, and we know the people who are the people involved in organizing the race, its okay. One look at the distance,

the route and the level of support we will straight away know what level of organizing is involved.

S: Is the cycling community v small in Singapore? And it is a close knit community?

L: The racing community I will say its very small and very close knit. All the teams that race constantly, there is less than 10 of us in total.

S: When it expands to non-competitive cycling, do you think it will be huge?

L: In terms of the event or...?

S: Ya, in terms of the events.

L: Definitely, it just depends on how you want to market it. Like Cycle Sports makes it very clear that it is a race. So in Bintan they made it pretty clear that it is a race unless you do the non-competitive event. As long as it is separated, or made clear that the race guys go first, then it's fine, it's not a problem.

One of the key factors is really the distance. Cause when there is an event, and it is short distance, it is like a bad mixture unless it is a time trail, like just you and the road and they will check your timing, then it's fine. But Singaporeans won't like to pay for that la. They will be thinking 10km I can do it in any part of Singapore for free also.

S: One of the objectives or vision of SCF is to promote cycling as a lifestyle in terms of maybe transport.

L: I think it is actually without SCF yet, it is actually doing very well. Good and bad, I can share my point on this as well. Every week I go out I see more and more cyclist. I come form a very commercialized background, and I

would say that other than golf, the next networking sport is cycling. It is really spreading as a social activity, as a sport.

Transport wise, it is a big issue I would say. The amount of cars we have, the way the roads are designed, the stand of the police. If I just concentrate on the transport, a lot of guys in my team are commuting with a bicycling. They don't even have a car. But once they are with their family, they will never cycle. They actually sometimes feel guilty to commute on a bike, they want to do it, not because they have to do it. They know how dangerous it can be in Singapore to cycle. My office is in Tuas and I would sometimes commute to work by bike. There were days when I stand in front my house gate and feel very lucky to be able to make it how safely. That is how bad it can feel cause in Tuas there are plenty of the heavy vehicles and everything. When you think about it, we are the cyclists who put ourselves at risk in the first place. I mean it sounds strange coming from a cyclist, but it is very hard to put the blame all on the drivers, cause they were not prepared for you to be on the road, and you want to be there. So unless there is very clear rules and laws on it, this transportation, I would say, it is very... It makes me sad to see the amount of deaths on cycling in Singapore.

As more people pick up cycling, if the guidelines are not there, there structure is not there, more and more people are at risk also. Once they start cycling on the road, and there is a mistake that they make, they might just die. There is no control over this at the moment. My family and I do cycling at the pavement and park connectors. I don't care even if the policemen stop me, I will not ask my family to cycle on the road.

I think SCF has to really get authorities involved to come up with a guideline or plan for social cycling, or even cycling for commute. Social cycling I think it's getting better with many groups. For me what SCF can do is to make these groups more welcoming to new cyclist. You can give the information to the public itself. If you are new to cycling, you want to learn how to cycling in a group, these are safer groups in each area that you can join. These are information that are useful for someone to wants to cycle. So that at least they start of with a group that is not competitive. And actually they take very good care of newcomers. They make sure that they are in the group, make sure that they have someone with them even if they drop back. This I guess, that is something missing at the moment.

SCF can easily get the names of leaders of cycling clubs, which cycle on the weekends. This is something I really appreciate about Joyriders, there have about 6 different groups that go off in different train. The newcomers can choose the train they want to join. SCF can really point out where are the different start point for different groups.

Key part to promote as a sport, and also really, more control for people

coming into cycling.

I think for competitive they really have to work with partners more. If they cant do it for themselves, then they have to spread out.

S: I mean they don't have the expertise for marketing and organizing of event, but when it comes to the safety and technical stuff, they say they do have people there who can do that. That's the part that they can start with first.

L: I think the tricky part is the premises for the events, where can they do it, that is the hardest part for them due to restrictions. Cause I guess they cant do overseas. I think for cycling as a sport, some structure has to be there first. Cause cycling is one of the few sports that frankly can lead to instant death. The risk is really ridiculous sometimes.

S: Hmm, I guess that's all of questions that we have for you. Thank you for taking time off to help us with the interview.

L: No problem.

A: Thank you.

9.6 Appendix F – Interview Questions Emailed to MOE

Questions e-mailed to MOE representative prior to interview

Purpose: To understand existing physical education syllabus and identify points of collaborations

With regards to incorporating a new sport/game into the PE syllabus

- 1) What are some key considerations?
- 2) Who identifies and decides which new sports get incorporated into the syllabus? (Is it a top-down or bottom up approach? Decided by MOE or proposed by schools and PE teachers?)
- 3) What is the process like?
- 4) How long does the entire process take?
- 5) Do you think it is possible to incorporate cycling into the school's PE curriculum? Why or why not?

9.7 Appendix G - Interview with MOE Student Development Curriculum Division

Interview with Ravi Chandra from Ministry of Education

Date: 17 November 2014

Members present: Alicia, ShuLi

Note: No recording was done for the meeting

As recording was not done for this interview, a full transcript of the interview is unavailable. However, minutes were taken throughout the interview session and summarized as seen below:

Views on the Possibility of Implementing Cycling As Part of Curriculum

- MOE curriculum review happens every 6-10 years
 - o The review process usually commence at around the 7th or 8th year of implementation of the current curriculum
- The last review began in 2006 and 2014 is the first year of implementation of the new curriculum
- The previous curriculum was implemented for 8 years
- The curriculum review is done via (1) focus group discussion with stakeholders and (2) survey
 - o The purpose of the focus groups is to understand the needs and interest of students as well as the value of the sport on a macro level
 - 1st group : Students: To understand their interest and needs of students
 - 2nd group: PE teachers: To understand interest, needs, competency of educators
 - 3rd group: Experts in the field (lecturers from NIE an polytechnics): To seek expert and academic views on the curriculum
- Factors that affect the inclusion of a sport into the curriculum include:
 - o The needs and interest of students gathered through surveys and focus groups
 - o Popularity and adoption of sports of similar nature in schools currently
 - o Applicability to the masses

- o Transferability of skills and knowledge
- The review process is long and tedious as a lot of meetings and deliberation over what goes into final draft
- Curriculum is tailored to different levels to emphasize different skills so that learning can be achieved progressively.
 - o For instance, the current PE curriculum in primary schools emphasizes on Fundamental Movement Skills so as to build foundation as these students progress on to Secondary schools
 - Curriculum currently include dance, game and sports, gym, outdoor, athletics

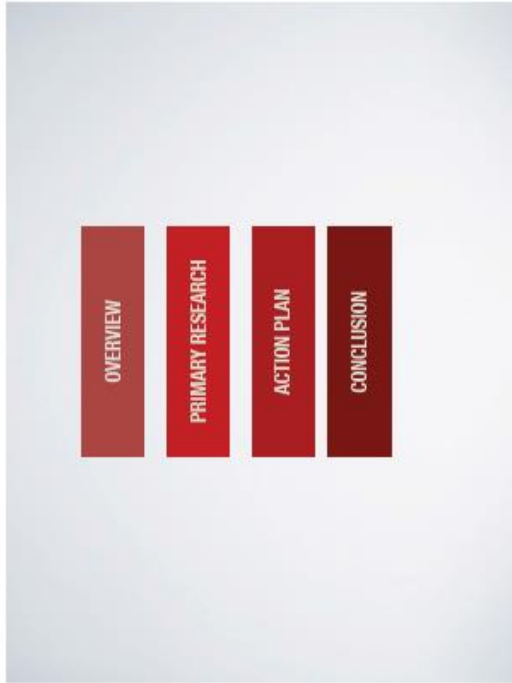
Views on the Possibility of Introducing Cycling Programmes in Schools

- Currently, there are other National Sport Associations that get in touch with schools directly to propose awareness programmes
- Selection and implementation depends on needs of individual schools
- Schools also consider the scope and depth of learning that could be achieved from such programmes (how much it value-adds to students)
 - o E.g. Whether the programme imparts a variety of skills, broadens the current knowledge of students in the subject matter, whether
- Other factors include safety, budget and time frame (when the programme can be held and for how long), competency of teachers and location of the programme
- The implementation of the programme is a bottom up approach.
 - o Schools will write in to the CCA (physical) division of MOE to get clearance. If approved, schools will be responsible for contacting vendors and supervising the implementation of the programme to students in their schools.
- External vendors are usually listed under the Sport Education Programme (SEP)
 - o SEP is a collaboration between MOE and SSC (Singapore Sport Council)
 - Purpose of the programme is to rebalance education system, widen scope of learning
 - It is a separate programme from “PAL” that was introduced in primary schools
 - o Schools that engage vendors from the SEP can get up to \$10,000 of grant

9.8 Appendix H – Summary of SCF's Events in 2014

Date of Event	Venue of Event	Title of Event	Genre	No. of Participants	Event Expenditure
20-Apr-14	Tampines Bike Park	BMX Hope Series (I)	Competitive	76	\$1,312.00
25-May-14	Tampines Bike Park	National Championship BMX	Competitive	42	\$6,599.01
15-Jun-14	Tampines Bike Park	BMX Hope Series (II)	Competitive	39	\$2,609.00
2-Aug to 3-Aug-14	Changi Coastal Road	SCF Celebration Road Series - 2 Day Event	Competitive	149	\$20,626.00
1-Sep-14	Tampines Bike Park	BMX Carnival in collaboration with Tampines CC	Non-competitive	62	\$325.00
7-Sep-14	Tampines Bike Park	National Championship (MTB)	Competitive	147	\$14,683.12

9.10 Appendix J – Presentation Slides



OVERVIEW

Cycling Landscape in SG

SGP's Role in SG's Cycling scene

DEVELOPING & PROMOTING CYCLING IN SINGAPORE

COMPETITIVE CYCLING

- Licensing of competitive cyclists
- Sanctioning of local cycling events
- Ensuring compliance of UCI international regulations
- Organizing time trials & championships
- Discovering local cycling talents

RECREATIONAL CYCLING

- Organizing cycling workshops & outreach events

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PRIMARY RESEARCH

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PRIMARY RESEARCH



Quantitative



Qualitative

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



Quantitative

➔

MASS SURVEY

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

MASSURVEY

- 17 Oct '14 to 15 Jan '15
- Using survey software, Qualtrics
- 42 questions
- Done voluntarily and anonymously

General	Cyclists	Non-Cyclists
Demographics Cycling Behaviographics	Perception towards Events Perception towards Cycling Clubs Perception of SCF Information Gathering Behaviour Perception of Cycling Infrastructure	Perception towards Cycling

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

MASSURVEY

400 RESPONDENTS

MALE 54.5% FEMALE 45.5%

18-21 YEARS OLD 26.5%
22-30 YEARS OLD 48.0%
31-40 YEARS OLD 24.0%
41 YEARS AND ABOVE 1.5%

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

CYCLING BEHAVIORGRAPHICS

Do you own a bicycle?
93.0% Yes
54.4% Yes

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

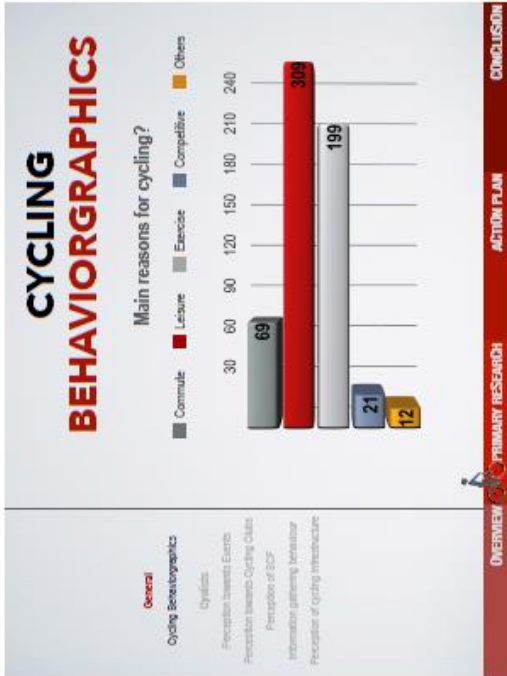
CYCLING BEHAVIORGRAPHICS

HOW OFTEN DO YOU CYCLE?

Cyclists who own bikes
4.1% Once a month
10% 2-3 times a month
38% 3-4 times a week
48% Everyday

Cyclists who do not own bikes
25% Once a month
75% 2-3 times a month

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



CYCLING BEHAVIORGRAPHICS

MAIN TAKEAWAYS

- Although a large majority of respondent do know how to cycle, the frequency of them cycling is low.
- There is a positive correlation between bicycle ownership and the frequency of cycling.
- Respondents place much importance on the cycling infrastructure in SC.
- Cycling events may not be a suitable method to encourage people to cycle more frequently.

General
Cycling Sociodemographics
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS EVENTS

81.0% No	58.0% Yes
42.0% No	

Do you take part in events that involve cycling?

Would you take part in events that involve cycling?

General
Cycling Sociodemographics
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS EVENTS

Rate in importance elements for an event that involves cycling?

Element	Count
Novelty	81
Competition	84
Participation	148
Element	30
Length of Ride	73
Monetary Incentives	79
Benefits to Society	80
Cycling as a Hobby	84
Others	10

General
Cycling Sociodemographics
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS EVENTS

Rate in importance elements for an event that involves cycling?

Free response from respondents who selected "Others":

Safety	Compassion
Safety	Safety
Time of event	Simple joy of cycling
Awareness of event	Danger
Event fringe activities	Safety

General
Cycling Sociodemographics
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of BOP
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS EVENTS

MAIN TAKEAWAYS

- Apart from participation cost, novelty is the next most important element for a cycling event.
- Safety is also a key element. A safer culture would encourage higher participation in these events

General
Cycling Behaviour/psychology
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS CYCLING CLUBS

89.8%
No

Are you affiliated with any cycling clubs?

General
Cycling Behaviour/psychology
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION TOWARDS CYCLING CLUBS

MAIN TAKEAWAYS

- Many cyclists are not affiliated with cycling clubs and do not see the need for it.

General
Cycling Behaviour/psychology
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION OF SCF

93 (24.9%)

82 Unaware of membership

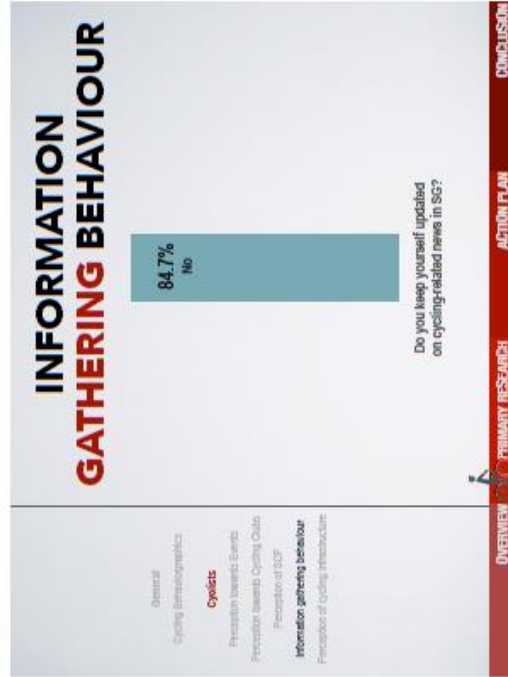
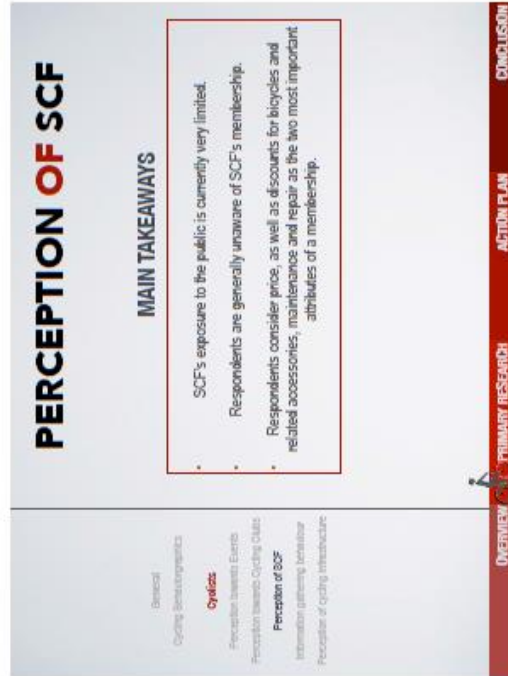
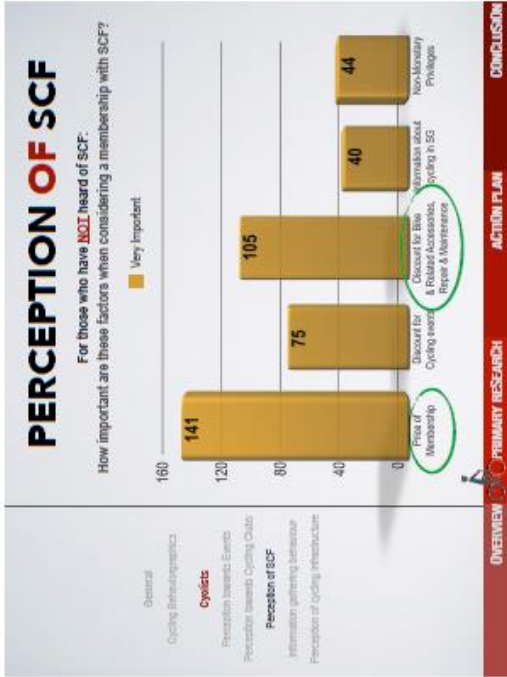
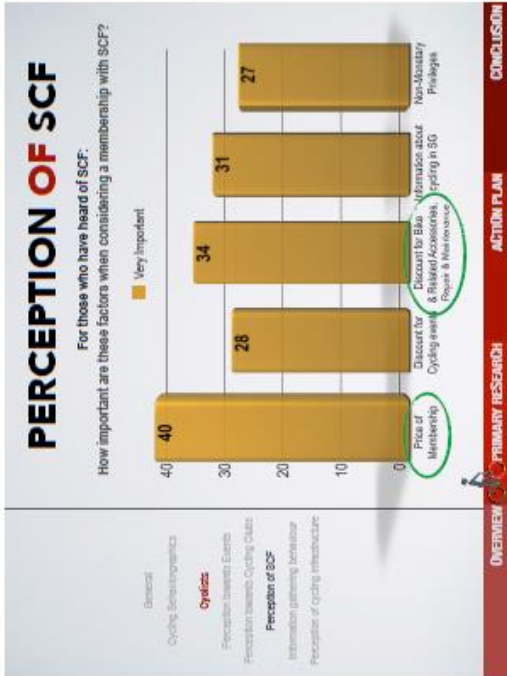
10 Aware of membership

1 Member of SCF

Heard of SCF?

General
Cycling Behaviour/psychology
Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



INFORMATION GATHERING BEHAVIOUR

How would you like to receive this information?

Method	Count
Email	215
Social Media (e.g. Facebook, Twitter, Instagram)	57
Cycling Forum	56
Newsletter (E.g. Direct Mailer)	55
SMS	75
SCF Website	246

General
Cycling Behaviour/psychology
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

Cyclists
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

INFORMATION GATHERING BEHAVIOUR

MAIN TAKEAWAYS

- Cyclists are currently not keeping themselves updated with cycling-related news in Singapore.
- If SCF were to be providing them with such information, SCF could consider doing so via social media, followed by emails.

General
Cycling Behaviour/psychology
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION OF CYCLING INFRASTRUCTURE

Are you satisfied with the cycling infrastructure and facilities in SC?

56.8% No

General
Cycling Behaviour/psychology
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION OF CYCLING INFRASTRUCTURE

What do you think can be improved in the cycling infrastructure of Singapore?

- "Cycling lane on d road"
- "Provide a lane mainly for cycling"
- "More connectivity, safer roads"
- "more cycle paths and public awareness of cyclists"
- "Designated cycling lanes"
- "Can have more cycling paths connecting whole of Singapore"
- "More connectivity and secure parking facilities"
- "Safer roads (friendlier drivers)"
- "More PCN networks or cycling tracks"
- "Storage/bike theft insurance"

General
Cycling Behaviour/psychology
Perception towards Events
Perception towards Cycling Clubs
Perception of SCF
Information gathering behaviour
Perception of cycling infrastructure

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PERCEPTION OF CYCLING INFRASTRUCTURE

General
Cycling Sustainability

Cyclists

- Perception/interest/usage
- Perception/interest/usage
- Perception/interest/usage
- Perception of GDP
- Information gathering behaviour
- Perception of cycling infrastructure

MAIN TAKEAWAYS

- Many cyclists feel that cycling infrastructure in Singapore is currently lacking.
- Safety reassured as a concern for cyclists.

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

PRIMARY RESEARCH



Quantitative



Qualitative

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



Qualitative



FACE-TO-FACE INTERVIEWS

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

FACE-TO-FACE INTERVIEWS









OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

FACE-TO-FACE INTERVIEWS



Team
midpoint
revolution of your feet!



Joyriders
RACING TEAM



Joyriders
born to ride



- Social media is commonly used by cycling clubs



- Novelty is an important factor in eliciting interest from cyclists



- Safety is currently lacking
- Safe cycling should be promoted



- More safety workshops and education programs by SCF

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

FACE-TO-FACE INTERVIEWS





- Possible limitations to introduce cycling to school curriculum as next review at least 6 years away



- SCF would have to contact the schools directly and work with them in carrying out the initiatives on their own

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

ACTION PLAN

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

ACTION PLAN - REDEFINING THE SCF



OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

1 | EXPANDING SCF'S FOCUS

16. DO YOU KNOW OF THE EXISTENCE OF SINGAPORE CYCLING FEDERATION?

■ NO ■ YES

Challenge #1: SCF is relatively unheard of



OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

IMPLICATIONS:

- BECAUSE SCF AND ITS PURPOSE IS RELATIVELY UNHEARD OF, SCF WILL FACE CHALLENGES WHEN IMPLEMENTING NEW INITIATIVES

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

17. IF YES, WHAT DO YOU THINK IS THE PURPOSE OF IT? (FREE RESPONSE QUESTION)

not sure
 Regularize cycling laws, promote cycling in Singapore.
 To protect cyclist on the road, but currently we're all not protected.
 Promote cycling as a healthy sports

Challenge #2: Among those who have heard of SCF, a number of them do not know what they do

Made more money	Organise competitions
competitive	not sure. Promote cycling perhaps
net working	Promote safety cycling
Promote cycling	nothing
Awareness & create cycling events	Promote cycling activities in Singapore
Promote and gather people to participate in cycling events.	An organization for cycling, promotion, and organization of cycling events. Offer licenses for pro racing membership.

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

SCF'S CURRENT VISION:

"SCF's vision is to facilitate the opportunity for all in Singapore to develop cycling as a core life skill."

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

SCF'S CURRENT VISION:

"SCF's vision is to facilitate the opportunity for all in Singapore to develop cycling as a core life skill."

PROBLEM:

Vision does not differentiate SCF from other cycling organizations
There is a need to provide something more to the cycling community

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

1 | EXPANDING SCF'S FOCUS

RECURRING THEME IN OUR FINDINGS:

SAFETY

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

1 | EXPANDING SCF'S FOCUS

6. IF GIVEN THE OPPORTUNITY, WHAT DO YOU THINK WILL MOTIVATE YOU TO CYCLE MORE FREQUENTLY?

Free response from respondents who selected "Others":

Bicycle roads like in the Netherlands	MTB
Safety	Friends
Safer Roads for Cyclists	Lesser asphaltos
Our safety on the roads	More friendly drivers
Safer bike storage and shower facilities at work	Cooler weather
Friends	Dedicated bike lanes on roadways
Fair weather	Less Bicycle Thieves
Less cars	Dedicated bike lanes on roads
Greater awareness of road sharing between cyclists and driver	Safer Roads
Accommodated pedestrians	Safer drivers
Safer bike paths	

TOTAL RESPONDENTS: 20

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

1 | EXPANDING SCF'S FOCUS

7. PLEASE RATE IN TERMS OF IMPORTANCE THESE ELEMENTS FOR AN EVENT THAT INVOLVES CYCLING IN SINGAPORE

Free response from respondents who selected "Others":

Safety	Camaraadine
Safety	Safety
Time of event	Simple joy of cycling
Awareness of event	Danger
Event fringe activities	Safety

TOTAL RESPONDENTS: 10

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

1 | EXPANDING SCF'S FOCUS

27. WHAT DO YOU THINK CAN BE IMPROVED IN TERMS OF THE CYCLING INFRASTRUCTURE AND FACILITIES IN SINGAPORE?

(FOR RESPONDENTS WHO ANSWERED "NO" TO QUESTION 26 ON WHETHER THEY ARE SATISFIED WITH THE CYCLING INFRASTRUCTURE AND FACILITIES IN SINGAPORE)

more space allocated for cycling	more cycling roads	more cycling lanes along major roads to prevent accidents; so cyclists hv their own lane!
More connectivity, safer roads	More connectivity, safer roads	Provision of cycling lanes on the roads.
more cycle paths and public awareness of cyclists	More connectivity and secure parking facilities	sheltered parking for bicycles and ensuring the security of the parking facilities.
Cycling paths on roads. "Collect and return anywhere" system.	More connectivity and secure parking facilities	More bicycle-friendly paths. more lanes for cycling
Path for cycling or bigger walking path	More connectivity and secure parking facilities	Theft prevention.
I feel that there should have a track for cycling. It is so dangerous to cycle on the main roads while the passenger is just too crowded and some of the road don't even have a place for walking/cycling. I am scared about it.	More connectivity and secure parking facilities	Provide a lane mainly cycling
cycling lanes on main roads, more shelters, more connectors, others	More connectivity and secure parking facilities	more cycling lanes, currently, cyclist share either the roads with cars, or with pedestrians, should have dedicated bicycle lanes.
Storage/bike theft insurance	More connectivity and secure parking facilities	build more cycling path, cycling stand for us to loan bikes.
	More connectivity and secure parking facilities	Park connectors are more extensive

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

SCF'S EXPANDED VISION:

"SCF's vision is to promote a safe and conducive environment for the development of all aspects of cycling in Singapore."

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

1 | EXPANDING SCF'S FOCUS

WHY DOES THIS VISION WORK?



Differentiation from other Cycling Organisations

Address concerns of all kinds of cyclists

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

ACTION PLAN - REDEFINING THE SCF



OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

SCF'S CURRENT OUTREACH CHANNELS:



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

WHY IS THIS IMPORTANT?

- Increase presence
- Ready base to tapped onto

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

SCF'S CURRENT OUTREACH CHANNELS:



OVERVIEW

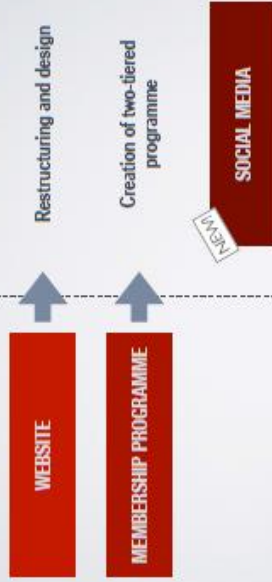
PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

SCF'S CURRENT OUTREACH CHANNELS:



OVERVIEW


PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

INFORMING THROUGH THE WEBSITE



Problem #1: Competitive

Implication: Lack of appeal to large non-competitive segment

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

Item	Item	Category
100001	Employee not using change quality 2014	Employee
100002	Employee not using change quality 2014	Employee
100003	Employee not using change quality 2014	Employee

2 | DEVELOPING OUTREACH CHANNELS

INFORMING THROUGH THE WEBSITE

Problem #2: Lack of updates

Implication: Bad Impression of being not updated and unreliable

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

Item	Item	Category
100001	Employee not using change quality 2014	Employee
100002	Employee not using change quality 2014	Employee
100003	Employee not using change quality 2014	Employee

2 | DEVELOPING OUTREACH CHANNELS

INFORMING THROUGH THE WEBSITE

Problem #3: Unconsolidated platform for Information

Implication: Looks bare to a visitor, and unappealing to non-competitive cyclists

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

Item	Item	Category
100001	Employee not using change quality 2014	Employee
100002	Employee not using change quality 2014	Employee
100003	Employee not using change quality 2014	Employee

2 | DEVELOPING OUTREACH CHANNELS

INFORMING THROUGH THE WEBSITE

PROBLEMS IDENTIFIED

- COMPETITIVE IMAGE
- LACK OF UPDATES
- UNCONSOLIDATED PLATFORM FOR INFORMATION

PROPOSED SOLUTIONS

- Delegation of Roles
- New Hire
- Push and Pull system to consolidate information

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

INFORMING THROUGH THE

WEBSITE

EFFECTS:

- Appeals to a larger cycling audience
- Generates site traffic
- Generates social benefit

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

ENGAGING THROUGH

SOCIAL MEDIA

25. IF SUCH INFORMATION COULD BE MADE AVAILABLE TO YOU, HOW WOULD YOU LIKE TO RECEIVE SUCH INFORMATION?



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

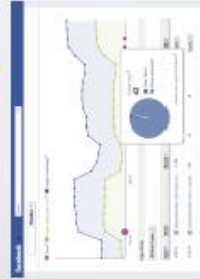
2 | DEVELOPING OUTREACH CHANNELS

ENGAGING THROUGH

SOCIAL MEDIA

BENEFITS OF BEING ON SOCIAL MEDIA:

- 1 Analytical Software



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

ENGAGING THROUGH

SOCIAL MEDIA

BENEFITS OF BEING ON SOCIAL MEDIA:

- 2 Potential to penetrate mobile scene at low cost



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

WHY BOTH WEBSITE AND SOCIAL MEDIA?

WEBSITE

SOCIAL MEDIA

- Able to hold more information
 - Suitable for corporate users
-
- Ease of disseminating information
 - Able to tap onto existing mobile platform
 - Able to tap onto existing critical mass

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

THINGS TO TAKE NOTE WHEN ENTERING SOCIAL MEDIA REALM

CONTENT HAS TO BE:

- 1 **UPDATED**
- 2 **ENGAGING**
- 3 **INTERESTING**

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

CONNECTING THROUGH MEMBERSHIPS

CURRENT MEMBERSHIP PROGRAMME:

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

CONNECTING THROUGH MEMBERSHIPS

PROPOSED MEMBERSHIP PROGRAMME:

	BASIC MEMBERSHIP FREE	UPGRADED MEMBERSHIP S\$5-150
Discount for Cycling Events		✓
Discount at affiliated Sports Shops		✓
Automatic subscription to SCF's mailing list	✓	✓

Optional: License to cycle in local roads.

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

2 | DEVELOPING OUTREACH CHANNELS

CONNECTING THROUGH MEMBERSHIPS

BENEFITS:

- Beneficial to wider audience
- More people on mailing list

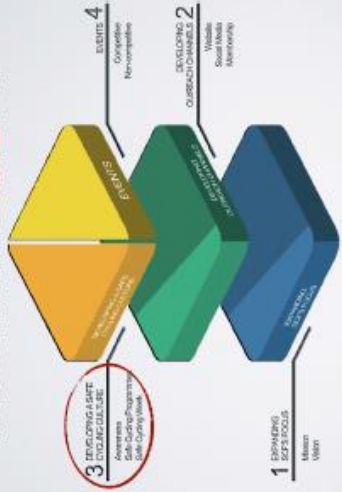
OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

ACTION PLAN - REDEFINING THE SCF



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE



SAFE CYCLING CULTURE IN SINGAPORE

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS ON SAFE CYCLING

INFORMING THROUGH OUTREACH CHANNELS:

- "Safe Cycling Friday" information series



OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS ON SAFE CYCLING

- Write up from opinion leaders
- New developments to local infrastructure
- News articles about cycling accidents



OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS ON SAFE CYCLING

INFORMING THROUGH ROADSHOWS:



TO TARGET:
COMPETITIVE CYCLISTS

TO TARGET:
LEISURE CYCLISTS
NON-CYCLISTS

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS ON SAFE CYCLING

INFORMING THROUGH SAFE CYCLING TALKS:



OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS
ON SAFE CYCLING

EDUCATING THROUGH
SAFE CYCLING
PROGRAMMES

ENGAGING THROUGH
SAFE CYCLING WEEK

SAFE CYCLING CULTURE IN SINGAPORE

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING PROGRAMMES

Pick up safety tips on riding a bicycle

A local course for cycling enthusiasts is available in November.

The course is open to all ages and is designed to help cyclists improve their skills and safety.

- Introduced in beginning of 2015
- Impart theoretical knowledge and practical skills
- Vary cycling competency and age

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING PROGRAMMES

Affordability

Keep participation cost low

- Achieved via sponsorship by bike shops

Flexibility

Per-demand basis

- Time
- Date
- Venue

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING PROGRAMMES

INCREASE PROGRAMME PUBLICITY

TO TARGET YOUNG CYCLISTS

OVERVIEW
PRIMARY RESEARCH
ACTION PLAN
CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING PROGRAMMES

IMPLEMENT PROGRAMME ON CAMPUS

- 1 Directly approach schools
 - Once-off post-examination enrichment activity
- 2 Sports Education Programme (SEP)
 - \$10,000 grant for schools
 - Partner with sports providers

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

RAISING AWARENESS ON SAFE CYCLING

EDUCATING THROUGH SAFE CYCLING PROGRAMMES

ENGAGING THROUGH SAFE CYCLING WEEK



SAFE CYCLING CULTURE IN SINGAPORE

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING WEEK

PURPOSE OF CAMPAIGN:

- 1 INCREASE AWARENESS
- 2 ENGAGE THE PUBLIC



TAKE ON MORE ACTIVE ROLES AND BECOME A NATIONWIDE EFFORT

OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION

3 | DEVELOPING A SAFE CYCLING CULTURE

SAFE CYCLING WEEK



OVERVIEW

PRIMARY RESEARCH

ACTION PLAN

CONCLUSION



OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | COMPETITIVE EVENTS

Date of Event	Venue of Event	Title of Event	Genre	No. of Participants	Event Expenditure
20-Apr-14	Tampines Blue Park	BMX Hope Series (I)	Competitive	76	\$1,312.00
25-May-14	Tampines Blue Park	National Championship BMX	Competitive	42	\$6,599.01
15-Jun-14	Tampines Blue Park	BMX Hope Series (II)	Competitive	39	\$2,709.00
2-Aug to 3-Aug-14	Coastal Road	SCF Celebration Road Series - 2 Day Event	Competitive	149	\$20,026.00
1-Sep-14	Tampines Blue Park	BMX Carnival in collaboration with Tampines CC	Non-competitive	62	\$325.00
7-Sep-14	Tampines Blue Park	National Championship (MTB)	Competitive	147	\$14,083.12

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | COMPETITIVE EVENTS

SCF'S INFORMATION DISSEMINATION CHANNELS:

Limited by personal networks

- Information only shared within the existing network

WORD OF MOUTH

Limited by webpage visits

- Responsibility of cyclists to obtain updates

CORPORATE WEBSITE

Greater outreach

- Increases likelihood of receiving information

SOCIAL MEDIA

Aimed at targeted audience

- Ensure information reaches cyclists

EMAILS

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

4 | COMPETITIVE EVENTS



OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

4 | COMPETITIVE EVENTS

PROPOSED SCHEDULING FRAMEWORK

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Competitive												
Non-competitive												



BENEFITS:

- Allows cyclists to plan ahead
- Consolidates planning process
 - More bargaining power and traction
- Creates an avenue to publicize upcoming events

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

4 | COMPETITIVE EVENTS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Competitive												
Non-competitive												

BENEFITS:

- Allows cyclists to plan ahead
- Consolidates planning process
 - More bargaining power and traction
- Creates an avenue to publicize upcoming events

OVERVIEW

PRIMARY RESEARCH



ACTION PLAN

CONCLUSION

4 | COMPETITIVE EVENTS

The SFC Celebration Road Series on 2 and 3 August 2014 and the Singapore National Road Championship on 13 and 16 November 2014



The Singapore National Mountainbike Championships - Sun, 7 Sep





- More frequent updates about status of events
- Earlier confirmation of events

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | COMPETITIVE EVENTS

GREATER EMPHASIS ON SAFETY

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | COMPETITIVE EVENTS

INCREASE PRESENCE IN EXTERNAL EVENTS









OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | EVENTS

COMPETITIVE

➔

NON-COMPETITIVE

SUSTAIN TIES AND NURTURE LOCAL CYCLING COMMUNITY

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

4 | NON-COMPETITIVE EVENTS

Competitive	Non-Competitive
BMX Hope Series (I)	BMX Carnival in collaboration with Tampines Changkat CC
SCF Celebration Road Series	
National Championship BMX	
BMX Hope Series (II)	
National Championship (MTB)	

To increase availability of non-competitive events

4 | NON-COMPETITIVE EVENTS

10. IF NO, WHY?

Free response from respondents who selected "Others":

Can't cycle very well, amateur

Paid money to ride, not suggested

To explicitly distinguish between competitive and non competitive events

I am not exactly athletic

Too much hassle to move bicycle

If it is an ordinary cycling event, I can do so on my own. But the event presents fresh and interesting ideas, I might be interested

Dangerous

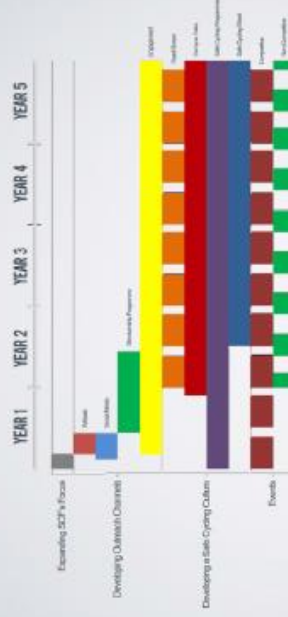
TOTAL RESPONSES: 10

4 | NON-COMPETITIVE EVENTS

AREAS TO LOOK INTO WHEN ORGANISING EVENTS:

- 1 SAFETY
- 2 PARTICIPATION COST
- 3 NOVELTY

SUMMARY



OVERALL CONCLUSION

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

OVERALL CONCLUSION

1 EXPANDING EFFORTS
Master
Visit

2 RESEARCH OUTREACH
Social Media
Membership

3 DEVELOPING A CORE CULTURE
Analysis
Programs
SERVICES

4 EVENTS
Conferences
Workshops

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION

THANK YOU

OVERVIEW PRIMARY RESEARCH ACTION PLAN CONCLUSION



Prepared by:

Pan Liting Alicia (A0085384W)
Koh Yan Xin Gladys (A0088759A)
Ho Shu Li (A0088182X)

Under the guidance of:

Sim Kian Hock Dennis