

Bike Calgary Strategic Plan 2018-2020

Draft version, October 9, 2018

Vision: Calgary is a bike friendly city where citizens have options and feel safe to ride bikes for commuting and leisure

Mission: Bike Calgary makes Calgary a great place for bikers and future bikers through advocates, education and community.

Strategic Priorities:

Sustainable Funding	Volunteer Recruitment, Retention & Support	Listening & Responding to Communities
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Sustainable Funding

Purpose: Identify & secure sustainable funding in order to support Bike Calgary’s programs, advocacy, events, and operations, including the increasing demands on Bike Calgary for reviews of development plans, media interview requests, requests from communities for support, and increasing requests for policy feedback from various levels of government.

Objectives:

- 1) Obtain funding from the following sources:
 - a. Corporate Sponsorships
 - b. Advertising
 - c. Fundraising event (annual Gala)

Activity	Q4 2018	2019	2020+
Strategy for business sponsors	Begin	Complete in Q1	
Promotional package for corporate sponsors		Q1 to Q2	
Develop contact list		Q2	
Recruit fundraising volunteers		Q2	Q1 for succession planning
Advertising guidelines & process for website & newsletter		Q1	
Planning for annual Gala	Gala in September	Put together team in Q1	Put together team in Q1

Targets:

- Overall funding targets: \$8,000 in 2019; \$10,000 in 2020
- Recruit lead organizer for annual Gala by Q1 2019

Volunteer Recruitment, Retention & Support

Purpose: Build a steady pool of volunteer support for Bike Calgary’s programs, advocacy, events, and operations, including the increasing demands on Bike Calgary for reviews of development plans, media interview requests, requests from communities for support, and increasing requests for policy feedback from various levels of government.

Objectives:

1. Have a standard onboarding & support process
2. Recruit more volunteers
3. Retain volunteers for a complete activity/term
4. Clear understanding of key volunteer roles/tasks in Bike Calgary

Activity	Q4 2018	2019	2020+
Develop standard onboarding & support process	Complete by end of year		
Write clear task descriptions		Q1	Update tasks in Q1
Post list of lead roles/tasks on the website		Q1	
Post requests for volunteers as tasks are written		ongoing	
Facilitate handover of tasks		ongoing	
Provide acknowledgement & appreciation of volunteers		ongoing	
Develop succession planning document for key roles		Q3 (in time for AGM)	

Targets:

- 60% retention rate per year for volunteers for identified roles
- 90% of identified roles filled following each AGM

Knowledge and Listening

Purpose: Establish clear and efficient links to all of Calgary’s wards and communities, and understand the city’s network of staff and politicians to identify how best to influence change that our members and city communities want.

Objectives:

1. Recruit and retain ward leads in all city wards.
2. Establish an efficient and consistent means of communication between Board and ward leads,
3. Develop and maintain a relationship/network map of influencers within city administration and politicians offices to be used by Board and advocacy committee(s) to affect change.

Activity	Q4 2018	2019	2020+
<i>Listening to Communities</i>			
Define roles for ward leads and means of communication between wards and board.		Q1	
Identify how the board will support ward leads, and intake and respond to requests/support.		Q2-Q3; implement process with board approval in Q4.	
Reach out to each community association.		Q4 and ongoing	
<i>Gathering City Knowledge for Influence</i>			
Develop a relationship map of city staff with key roles on active transport.	Q4		
Identify key influencers.		Q1-Q2	

Build, enhance and maintain relationships with key influencers.		Q3 and onwards	
Identify and invite key influencers to participate in board meetings on annual basis.		Q2	

Operational Priorities for late-2018 to 2020:

- Budget Advocacy (September 2018 to December 2018)
 - The City’s new One Calgary budget process links capital costs and operating costs for Service Lines, which often include several departments. In order to ensure adequate funding for cycling infrastructure, it will require a brief, intense advocacy effort to make a case for funding that is supported by each department working in each relevant Service Line.
 - This work will require 3 volunteers dedicated to this work.
- Main Streets Advocacy (2019 & 2020)
 - The City of Calgary’s Main Streets program provides good guidance for improving cycling infrastructure during redevelopment activities. To date, the City has not consistently followed its own guidance or policy for these redevelopment activities. Bike Calgary sees value in consistently working with the City to ensure they meet their own requirements.
 - This work will require ... [volunteers, funding for activities]
- New Operational Priorities will be developed following the Bike Calgary 2018 AGM
 - One Calgary Budget Advocacy will end in late 2018
 - New Board members will be elected at the 2018 AGM; new ideas and priorities of the new Board will be used to develop new Operational Priorities