



Bike Calgary Strategic Plan 2026–2029

Making cycling safer, easier and more accessible in Calgary

Our Vision

Calgary is a city where people of all ages and abilities can safely and comfortably choose cycling for everyday transportation, recreation and connection.

Our Mission

Bike Calgary brings together the voices, experiences and expertise of Calgarians to advance safe, connected and accessible cycling.

We advocate for better infrastructure and policies, work to build a stronger cycling community, and engage with governments, communities, businesses and partners to make cycling a practical choice for more people.

Our Strategic Direction

Calgary has made significant progress in developing a connected cycling network. The [5A Network](#) provides an established framework for creating safe, accessible and year-round transportation and recreation options, and the City is continuing to invest in projects that close network gaps and improve connections between communities.

The challenge for the next three years is therefore not simply to establish the case for cycling. It is to turn progress into a safer, more connected and more widely used network, and to ensure that infrastructure is maintained and protected.

At the same time, cycling faces an increasingly complex policy environment in Calgary and Alberta. Transportation infrastructure decisions are facing greater political and public scrutiny, including provincial proposals that could limit municipal authority over existing and future protected bike lanes.

Bike Calgary believes municipalities are best positioned to understand local streets, traffic patterns and community needs, and that safe cycling infrastructure should be evaluated on evidence, safety and its contribution to a multimodal transportation system. As Alberta and Calgary continue to grow, Bike Calgary will advocate for policies and investments that protect transportation choice, improve safety for all road users, and allow municipalities the flexibility to build and maintain connected cycling networks that meet the needs of their residents.

Our work for 2026–2029 is organized around three strategic pillars:

1. **Safe & Connected** — protect, complete and improve Calgary's cycling network.
2. **Grow the Cycling Community** — make cycling visible, welcoming and relevant to more Calgarians.
3. **Build for Impact** — strengthen Bike Calgary's people, partnerships, governance and financial resilience.

Safety, accessibility, equity, and collaboration are commitments that run through all three strategic pillars.

Pillar 1 — SAFE & CONNECTED

Protect, complete and improve Calgary's cycling network

A safe and connected network is the foundation for making cycling a viable choice for everyday trips.

Bike Calgary will advocate for infrastructure that allows people of different ages, abilities and levels of cycling experience to travel safely and comfortably. We will support the continued development of the 5A Network while holding governments and decision-makers accountable for delivering a network that is safe, connected, reliable and useful.

Strategic Objectives

1. Make cycling safer

Bike Calgary will advocate for infrastructure and policies that reduce the risk and severity of conflicts between people cycling, walking and driving.

We will prioritize:

- Safer intersections and crossings
- Appropriate separation of cyclists and pedestrians from high-speed and high-volume traffic
- Improved visibility and lighting
- Predictable and intuitive infrastructure
- Traffic calming and speed management where appropriate
- Safe connections to schools, transit and community destinations
- Design that accommodates people of different ages and abilities

2. Protect existing cycling infrastructure

Bike Calgary will advocate for the preservation and continued operation of existing cycling infrastructure that contributes to a safe and connected network.

We will:

- Advocate for evidence-based transportation decisions

- Respond to proposals or policies that could undermine safe cycling infrastructure
- Support the ability of municipalities to plan transportation networks according to local needs
- Communicate clearly about the transportation, safety, accessibility and community benefits of cycling infrastructure
- Build constructive relationships with elected officials, municipal staff, community organizations and other stakeholders

3. Complete the network

Bike Calgary will focus advocacy on the infrastructure gaps that most limit the usefulness and safety of Calgary's cycling network.

Priority areas will include:

- Missing links between existing routes
- Dangerous or uncomfortable intersections
- Crossings of major roads, railways and other barriers
- Connections within and between communities
- Connections to schools, employment areas, shopping, recreation and other destinations
- Connections to transit along with safe, adequate bike storage options at key transit hubs
- Infrastructure that extends safe cycling options beyond established central-city routes

The goal is not simply to build more kilometres of infrastructure. The goal is to create a network that takes people where they need and want to go.

4. Make the network reliable year-round

A cycling route is only useful when people can depend on it.

Bike Calgary will advocate for:

- Effective winter maintenance
- Timely removal of hazards
- High-quality pavement and infrastructure maintenance
- Clear and safe construction detours
- Thoughtful and consistent treatment of cycling routes during major construction projects
- Better communication about closures and alternate routes

5. Build public support for safe cycling infrastructure

Bike Calgary will engage residents, businesses and communities around cycling projects.

We will seek to:

- Understand local priorities and concerns
- Explain the purpose and evidence that supports infrastructure decisions

- Demonstrate how cycling infrastructure benefits communities
- Identify opportunities for cycling infrastructure to support local destinations and businesses

Measures of Progress

By 2029, Bike Calgary will track:

- Progress on priority network gaps
- Improvements to priority safety locations
- Protection of existing cycling infrastructure
- Maintenance and winter-service performance
- Public and stakeholder engagement
- Government commitments and policy outcomes

Pillar 2 — GROW THE CYCLING COMMUNITY

Make cycling visible, welcoming and relevant to more Calgarians

Infrastructure alone will not create a strong cycling culture.

Bike Calgary will build a broader and more diverse community of people who ride, support and advocate for cycling. Our community work will extend beyond traditional cycling audiences and beyond the downtown core. Events, education, membership and volunteerism will be tools for building a stronger constituency for cycling.

Strategic Objectives

1. Build a visible cycling culture

Bike Calgary will deliver and support high-impact events and activities, such as Winter Bike Day and BikeFest, that make cycling visible and celebrate people who ride. Events will be evaluated based on their ability to advance strategic outcomes, including community outreach and participation, membership growth and public awareness.

2. Reach more communities

Bike Calgary will intentionally expand engagement beyond established cycling communities.

We will:

- Increase neighbourhood and suburban outreach
- Work with community associations and local organizations
- Engage communities where cycling infrastructure is less developed
- Develop partnerships with organizations that already have trusted relationships within communities

3. Make cycling welcoming and accessible

Bike Calgary will work to ensure that cycling advocacy and programming reflect the range of people who could benefit from cycling.

Particular attention will be given to:

- Families
- Lower-income communities
- People who use different types of bicycles and mobility devices

4. Provide useful cycling education

Bike Calgary will share practical, accessible information that helps people ride safer and with greater confidence and help other road users understand cycling as part of Calgary's transportation system.

Bike Calgary will share information on:

- Winter cycling
- Navigating Calgary's network
- Rules and responsibilities for people cycling and driving
- E-bikes and emerging forms of cycling and micromobility
- Safe interaction between people walking, cycling and driving
- Advocacy and civic participation

5. Turn participants into members, volunteers and advocates

Bike Calgary will create a clearer pathway from community participation to deeper involvement.

Participation → Membership → Volunteering → Leadership → Advocacy

We will:

- Improve volunteer recruitment and retention
- Develop volunteer leadership opportunities
- Create meaningful ways for members to contribute
- Develop future Board and organizational leaders

Measures of Progress

By 2029, Bike Calgary will track:

- Membership growth and retention
- Event participation and geographic reach
- Volunteer recruitment and retention

Pillar 3 — BUILD FOR IMPACT

Build a resilient organization capable of sustaining and increasing its impact

Bike Calgary's ability to influence cycling in Calgary depends on having the people, resources, governance and relationships to do the work.

Bike Calgary will strengthen its foundation so that Board members, volunteers and members can focus their time and energy on the work that creates the greatest impact.

Strategic Objectives

1. Strengthen governance and leadership

Bike Calgary will maintain a Board that has the skills, experience and capacity necessary to govern an effective advocacy organization.

We will:

- Maintain a skills-based approach to Board recruitment
- Maintain clear roles between the Board, committees and volunteers
- Regularly review governance effectiveness
- Maintain appropriate legal and financial oversight

2. Build financial resilience

Bike Calgary will diversify and strengthen its revenue base so that financial uncertainty does not limit strategic impact.

Areas of focus will include:

- Membership revenue
- Individual donations
- Corporate sponsorship
- Event revenue
- Grants and other appropriate funding opportunities

3. Strengthen volunteers and organizational capacity

Volunteers are central to Bike Calgary's ability to engage the community and advocate effectively.

We will:

- Develop a volunteer engagement strategy
- Match volunteer opportunities to organizational priorities
- Recognize volunteer contributions
- Build organizational capacity without creating unsustainable expectations of volunteers

4. Build strategic partnerships

Bike Calgary will strengthen relationships with organizations that can expand the reach, credibility and effectiveness of its work.

Potential partners include:

- Community associations
- Local businesses
- Transportation and road-safety organizations
- Health and recreation organizations
- Environmental organizations
- Accessibility and active transportation organizations
- Municipal and provincial governments

5. Embed equity, accessibility and inclusion

Equity, accessibility and inclusion will remain organizational commitments rather than a standalone program.

Bike Calgary will consider them across:

- Infrastructure advocacy
- Community engagement
- Event programming
- Volunteer recruitment
- Partnerships
- Governance

Measures of Progress

By 2029, Bike Calgary will track:

- Financial reserves and revenue diversification
- Membership revenue and individual donations
- Sponsorships and sponsorship revenue
- Volunteer recruitment

CROSS-CUTTING PRIORITY

Municipal and provincial policy engagement

Bike Calgary will make it a priority to respond to policy, legislative and funding decisions at both the municipal and provincial levels that affect safe cycling.

This includes:

- Municipal transportation policy
- Provincial transportation policy
- Calgary budgets and infrastructure priorities
- Road safety policy
- Cycling infrastructure standards
- Municipal governance and decision-making frameworks

Bike Calgary will remain evidence-informed, non-partisan and focused on outcomes for safe cycling. We will work with elected officials and governments across the political spectrum where doing so advances our mission.

OUR ORGANIZATIONAL COMMITMENTS

The following commitments guide all three strategic pillars.

Safety

We put the safety of people cycling and other road users at the centre of our work.

Accessibility

We advocate for cycling infrastructure and programs that can be used by people of different ages and abilities.

Equity and Inclusion

We recognize that people experience Calgary's transportation system differently and seek to ensure that cycling opportunities are accessible across communities.

Collaboration

We work with people and organizations who share our objectives and seek constructive relationships with those who may have different perspectives.

Evidence and Lived Experience

We combine research, data, technical expertise and the lived experiences of Calgarians in our advocacy.

Meaningful Action

We focus our resources on work that can produce measurable progress.

Non-Partisanship

We advocate for safe cycling and active transportation based on policy, facts and community interests, not political affiliation.

HOW WE WILL MEASURE SUCCESS

The strategic plan will be supported by an annual operational plan and an organizational scorecard. The Board will review progress at least annually against a small set of strategic indicators. Success will not be measured solely by the amount of activity Bike Calgary undertakes.

We will ask questions like:

Are we changing the network?

Are important gaps being addressed? Is infrastructure becoming safer, more connected and more reliable?

Are we changing the conversation?

Are more Calgarians, decision-makers, businesses and communities recognizing cycling as a legitimate part of Calgary's transportation system?

Are we growing the community?

Are more people participating, becoming members, volunteering and advocating?

Are we becoming stronger?

Does Bike Calgary have the financial resources, governance, partnerships and people required to sustain its work?

2029: WHAT SUCCESS LOOKS LIKE

By the end of 2029, Bike Calgary aims to be an organization that:

ADVOCATES EFFECTIVELY

Bike Calgary is a credible, informed and persistent voice on cycling policy and infrastructure in Calgary and Alberta.

HELPS BUILD A SAFER NETWORK

Critical gaps and safety issues are being addressed, existing infrastructure is protected, and the cycling network is becoming more connected and reliable.

REPRESENTS MORE CALGARIANS

Cycling advocacy increasingly reflects the diversity of people and communities across Calgary.

BUILDS A STRONGER CYCLING CULTURE

More people see cycling as an ordinary, practical and enjoyable way to move around the city.

HAS A STRONG ORGANIZATIONAL FOUNDATION

Bike Calgary has sustainable finances, effective governance, engaged volunteers and strategic partnerships that allow it to continue creating impact.

OUR STRATEGIC PRIORITIES AT A GLANCE

Pillar	Strategic outcome	Primary focus
1. Safe & Connected	A safer, more complete and reliable cycling network	Protect, complete, improve, maintain
2. Grow the Cycling Community	More Calgarians see cycling as accessible and relevant to them	Engage, welcome, educate, mobilize
3. Build for Impact	A resilient Bike Calgary capable of sustained advocacy	Govern, fund, partner, develop
Cross-cutting	Stronger policy leadership	Municipal and provincial advocacy
Commitments	Advocacy that reflects Bike Calgary's values	Safety, accessibility, equity, collaboration, evidence, action, non-partisanship