



# Strategic Plan

2022-2024



# Land acknowledgement.

We acknowledge that the Cycling BC office is located on the ancestral and unceded homelands of the hə́hǵəmińə́m and Skwxwú7mesh speaking peoples. We respect this land and are grateful for the opportunity to be on this shared territory.





# Message from the CEO.

In developing Cycling BC's strategic plan, we wanted to hear as many ideas and perspectives as possible. We thought of people we'd like to have in our community as well as those that are already a part of it. We pulled all the information together from surveys, emails, group sessions, and individual meetings to help guide us in developing our strategy.

This plan will guide the direction for Cycling BC over the next several years but as we've learned from the unprecedented events of recent times, we need to be able to adapt; strategies need to shift and change with the circumstances. Our Board and the CEO will review this plan annually to make adaptations as needed and will do a full review and update of the plan every three years.

We are excited to forge ahead and continue taking the actions necessary to realize our vision for Cycling BC.

Erin Waugh  
Chief Executive Officer







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# Our Mission.

Cycling BC's mission is to govern cycling competitions and run programs that aim to make cycling at any level available across British Columbia.







# Our Vision.

For BC cyclists to take pride in being a part of our community at every age, every level, and in every region.





Our mandate from viaSport, Cycling Canada, and the Union Cycliste Internationale (UCI) is to govern cycling in British Columbia.



**International Governance**  
**UCI**

- Sets a common set of rules for the sport
- Promotes cycling
- Organizes international competitions
- Represents cycling in the Olympic and Paralympic governing bodies

Having an international body means that competitions can be held with consistency across the world by working with National Federations.



**National Governance**  
**CYCLING CANADA**

- Authorizes national level competitions using UCI rules
- Develops and promotes cycling
- Manages programs for athletes competing at the World and Olympic/Paralympic level
- Proposes and bids for international events in Canada
- Runs courses to educate coaches and officials



**Provincial Governance**  
**CYCLING BC**

- Leads, develops, and promotes the sport
- Licenses and services its members
- Sets standards for quality control of events
- Authorizes provincial competitions that follow national and UCI rules
- Nominates athletes for access to resources through the Canadian Sport Institute Pacific
- Takes targeted high performance athletes to represent BC at national competitions



# We run programs.



As a membership-based organization, our first job is to support our members. We run programs and offer services that provide additional benefits for both competitive members and for people who want to ride for fun.



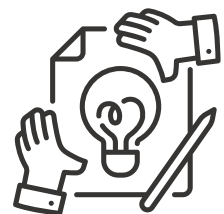
Athlete  
Development.



Club  
Support.



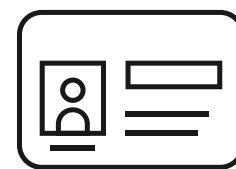
Communications.



Education.



Event  
Support.



Membership &  
Licensing.



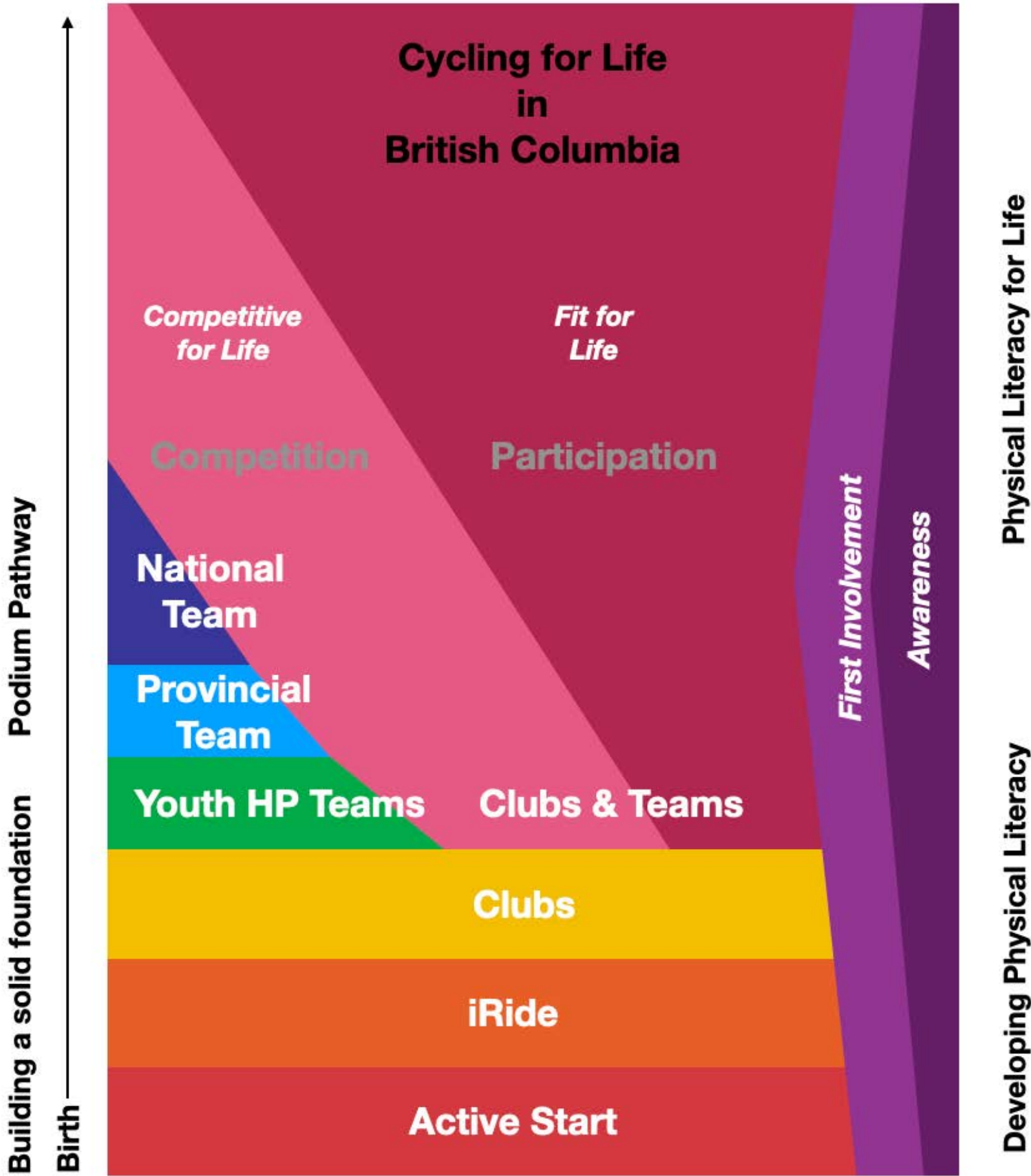
# Long-Term Development

To help us define the Long-Term Development model for cycling in British Columbia, we adopted and adapted the Sport for Life model to illustrate the pathway for anyone that wants to be involved in our sport, at any level and at any age.

First Involvement and Awareness are integral components of everyone’s initial experiences in sport and physical activity.

Physical literacy, while vital during the early stages, is not confined to the early stages—it can and should continue to be developed throughout the life course.

The Podium Pathway describes the sport-defined excellence stages of Long-Term Development and specifically applies to athletes on a path toward podium results at the highest level of the sport.





# System & Framework

## Defining our lane

By defining our lane in relation to other cycling organizations and understanding our role as part of the bigger system that supports cycling in BC, we are able to focus our strategy on areas where we can have the most impact.

We have identified our lane as serving cyclists in two areas: Competitive for Life (people who want to train and compete) and Fit for Life (people who want to ride for fitness and enjoyment).



### Competitive for life

To create safe and fun opportunities  
for competitive cycling.



### Fit for Life

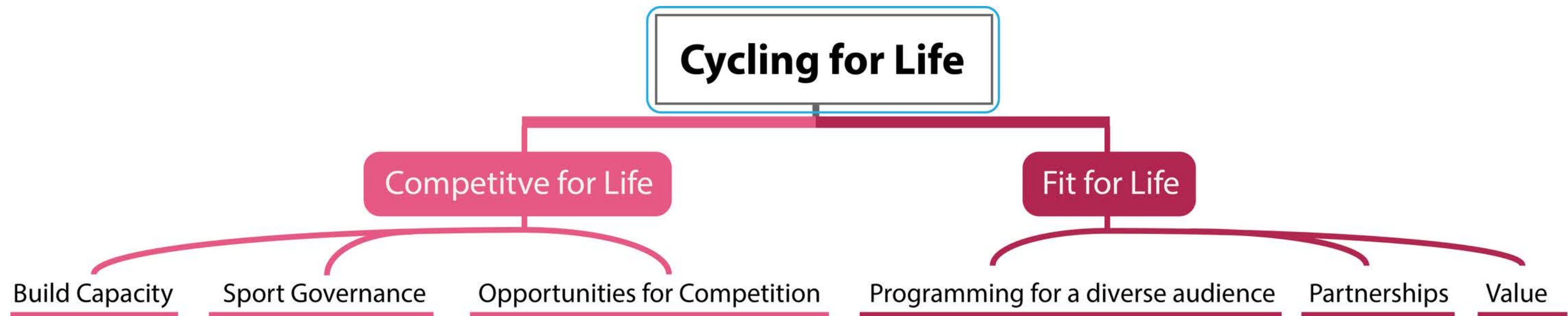
To help everyone reach  
their cycling goals.

People can move from one area to the other at any point and can be part of both at the same time.





# Our Strategy.



Using the long term development framework, we will work with other organizations to ensure the pieces of the system are in place and that they connect smoothly – we can be the hub that connects the dots. We have organized our key priorities under our two streams and a few key areas for each.





# Competitive for Life.

Competitive cycling is—and will continue to be—a central focus of our organization.

For us to provide opportunities for people to be competitive for life, we need to:

- **Build capacity**
- **Provide strong sport governance**
- **Provide a wide variety of opportunities for competition**





# Competitive for Life



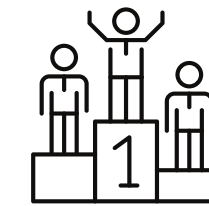
## Build Capacity

- Help existing clubs grow and new clubs start
- Work with new and existing organizers to build quality events
- Train coaches, officials, and volunteers
- Support the development of new and existing cycling facilities



## Sport Governance

- Ensure a safe environment and fair competition at sanctioned events
- Provide trained commissaires at appropriate level of competitions
- Have easy-to-read policies and procedures
- Use best-practices for Board Governance of Cycling BC



## Opportunities for Competition

- Provide access to affordable local competition and serve as a hub for events in:
- All disciplines
  - All regions
  - All levels





# Fit for Life.

We want people to have a wide variety of opportunities to ride safely for fun. Recreational cycling is in our lane and we can provide strong value to members who enjoy riding their bikes.

For us to provide opportunities for people to be fit for life, we will focus on:

- **Programming for a diverse audience**
- **Fostering partnerships**
- **Delivering value to our recreational members**



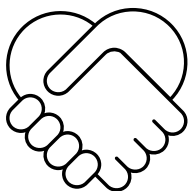


# Fit for Life



## Programming for a diverse audience

- Training opportunities such as Learn to Ride and Learn to Race clinics
- Education of coaches and members
- Events for recreational riders of all ages and abilities
- Communications that represent a wide variety of members



## Fostering Partnerships

To ensure a varied, safe, and accessible ways to be a cyclist in BC, we will foster relationships with:

- Existing cycling communities
- Advocacy organizations
- Cycling organizations



## Providing Value

We will work to make sure that membership in Cycling BC provides value to all riders including recreational riders. We will communicate this value clearly to existing and prospective members.





# Conclusion.

*“We see a future where everyone can cycle in BC.”*

[www.cyclingbc.net](http://www.cyclingbc.net)

## A Consistent and Solid System

Our intention with this plan is to begin working towards a complete pathway that provides opportunities for everyone in BC to cycle throughout their lifespan in ways that they enjoy.

Expanding our membership will mean an increase in workload for Cycling BC—this will be gradual and the costs will be offset by the gradual increase in membership income.

With opportunities available and accessible—and with increased awareness of these opportunities by the public—we see a future where cycling becomes a mainstream sport and recreational activity in BC.

We see a future where cycling races are on television in restaurants and bars, and everyone knows the names of the Canadian riders.

We see a future where cycling plays a role in keeping BC residents fit and healthy throughout their lifespan.

We see a future where tourists come to BC for the cycling experiences they can have here.

We see a future where everyone can cycle in BC.



# Acknowledgements

There are many voices behind this plan and we are grateful for all of them.

Thank you to everyone who took the time to write comments in Cycling BC membership surveys from 2018 through to now—as our main opportunity during the year to get your feedback, those ratings and comments are important to us.

Thank you to everyone who reached out by email and phone with their ideas and opinions during the consultation process—every conversation brought at least one new idea to the table.

Thank you to everyone who joined us for the group meetings on specific topics – these meetings were vital for us to gain a better understanding of how we can support different parts of our cycling community.

A huge thank you to Erin Waugh, CEO, and the staff at Cycling BC: Arlaine Mozell, Ben Chaddock, Cory Ostertag, Jerrick Barroso, Tara Mowat, Thomas D'Arcy.

Having the operational staff involved in the strategic planning process gave us a much better understanding of how specific strategies would affect the day to day operation of Cycling BC. The plan reflects their practical and realistic guidance.

Final thanks to the past and present Board of Directors for their commitment to this process and their passion to make cycling in BC better: Andrea Wooles, Angela Chang, Angie Buonassisi, Ashley Reid, Deb Intas, Jeff Werner, Jon Watkin, Matt Usborne, Michael Wegner, Parker Bloom, Taylor Little, Willa Kriebel.