



➔ **Strategic** Plan

2013-2015

INSPIRING PEOPLE **TO RIDE.**

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Letter from the Executive Director



I am happy to present our Strategic Plan for the upcoming 3 years, to which over 1000 people have contributed through our member survey. I believe we have a rare opportunity right now to really look at what we do and why we do it, and we have taken full advantage of this chance to create a vision for our organization and our sport.

We are passionate about cycling in all of its forms, and want to create an environment in British Columbia where people of all ages can enjoy cycling as much as we do. Cycling is fun, accessible to a wide variety of people, and has fantastic health benefits, in addition to being an exciting competitive sport.

Based on the feedback of our members and driven by our excitement for the future of cycling in BC, we have defined our purpose moving forward.

A handwritten signature in black ink, appearing to read 'Richard Wooles', written in a cursive style.

Richard Wooles
Executive Director
Cycling BC



Our Purpose

Cycling BC exists to support our members in all levels and disciplines of cycling, throughout British Columbia.



We provide insurance for members and events



We run programs and provide leadership to get kids interested in riding and racing bikes



We work with our clubs, teams, and groups to make sure riders have a supportive and fun environment for their sport at every level



We support talented young riders to reach their dreams of international success



We work collaboratively with organizers to provide an event calendar that gives our members a wide range of options for participation and racing



We represent and advocate for cycling in BC to local and provincial government, Cycling Canada, and the UCI





Environmental Trends and Challenges



Industry/Competition

Other not-for-profits and groups offer excellent cycling events, many superbly organized

Cycling BC's brand is not yet well recognized outside its areas of strength

Many sports compete for participants and sponsors



Economy

Slow economic growth impacts government, corporate and individual funding

Increasing interest in environmentally friendly pursuits such as cycling



Technology

Social media and internet expectations grow annually

Membership systems deliver value and make interactions virtual and real-time



Sociodemographic

Childhood obesity and low-impact exercise trends favour cycling

Public awareness and interest in cycling is growing



Market

Consumer choice and demand for value for money drive behaviour

Cycling clubs and groups are attracting new riders



Political

Changing provincial and national landscape of sports related organizations

Government program support for increased participation and high performance

Increased bike lanes and support for community cycling

Our Plan for the Future

Resource Development

1 Youth Development

2 Club Development

3 Event Development

4 Membership Development



Our Objectives

During the period 2013 to 2015 we will focus our energy and resources on the following four strategic objectives and strategies, based on the outcome of the membership survey. Implementation of each of these areas will be started as we regain our financial stability, according to our financial and organizational capacity.

Resource development will underpin all of these strategies, as the organization continues to work towards organizational and financial stability. It is, therefore, our highest priority strategic goal.

The **top four priorities** that the members consistently ranked the highest, with a clear split between them and the “mid-range” priorities, are as follows:

- **Youth Development**
- **Club Development**
- **Event Development**
- **Membership Development**

We believe that focusing on these four priorities as we rebuild our capacity will create a strong and sustainable organization that provides good value to our current members as well as incentive for new members to join.

A fifth priority, High Performance Development, is mandated for us by Cycling Canada and our funding agencies, and so we will continue running this program while we pursue our highest priorities.

An Annual Business Plan will provide additional detail on the tactics to be pursued under each strategy and the resources required for success.





Resource Development

With predictable and consistent revenue, Cycling BC will be able to provide the value and service our members deserve.

Strategies to improve resource development

Restructure the organization to match our strategic priorities

- Hire a Business Development Manager to oversee resource development.
- Reestablish accountability, transparency and shared interests with the Provincial Government, which provides core grants to the organization that make up a significant portion of our annual income.
- Continue to improve the relationship with Cycling Canada, and work on initiatives that benefit both organizations.
- Further develop our relationships with private and corporate donors, who have generously provided the resources for us to run many of our High Performance and Youth Development programs in the past.
- Identify new sources of funding and continue to diversify revenue sources.



Youth Development

Strategies to grow the sport from the ground up:

Develop and sustain Youth coaching

- Hire a passionate Youth Development Coach to implement existing plans.
- Train a person in every club to be a Youth Coach.

Expand school programs

- Run school programs with equipment and instructors, and include follow-up options for boys and girls who want to continue in the sport.
- Target the five regions where we currently have Youth Road activities planned (Victoria, Vancouver, Penticton, Nanaimo, and Comox), and run school programs in advance of the Youth Events (U13-U17 riders).
- Develop and implement a communication strategy with school boards.

Eliminate barriers to entry-level races

- Develop a Youth member sponsorship program, to cover the costs of membership for groups of 200-500 school cycling groups. This will help remove barriers to entry-level races for young riders.
- Collaborate with Clubs and other groups to offer fun events and races for Youth riders.





Membership Development

Why be a Cycling BC member? Our plan involves introducing a clearly understood value proposition that provides a number of excellent reasons to become a member.

Strategies to retain and develop our membership:

Develop new value for membership

- Identify and offer benefits with a value greater than the cost of membership.
- Simplify membership categories.
- Provide incentives for membership for new members.
- Increase transparency by providing budget forecasts for members to vote upon.

Expand and refine communication to our members

- Improve service and communication to members by leveraging social media and expanding our website.
- Improve communication and education about the benefits and value of membership to existing and potential members.

Foster key partnerships with our key stakeholders

- Develop strategic partnerships with clubs, teams, and groups to grow memberships for mutual benefit.





Club Development

Strategies to support the clubs that provide the cycling community with a home for our sport:

Develop incentives for clubs to affiliate with Cycling BC

- Develop a framework for our Clubs that accommodates joint memberships and strategic partnerships with other organizations.
- Provide tools to help clubs organize and host events easily.

Foster growth and development through our clubs

- Create a club accreditation program to foster the growth of Youth cycling through regular coaching and local racing.
- Provide a forum for clubs in each region to work together to schedule and host events.
- Encourage the development of new clubs, particularly in Northern BC.
- Encourage clubs to offer opportunities for entry-level cyclists.





Event Development

Strategies to organize, partner, and promote an exciting annual calendar of BC cycling events and world-class competitions:

Foster relationships with event organizers to develop mutual value

- Partner with high performing organizations that currently deliver exciting cycling events and competitions.
- Collaborate with organizers of existing grassroots racing to provide additional events for our members.
- Partner with Cycling Canada to secure, organize, and deliver annual world class (UCI) sanctioned competitions in British Columbia.

Develop the infrastructure to support a dynamic event calendar

- Redesign Cycling BC website to be able to show multiple disciplines' events at the same time, with the user selecting which types of events to see.
- Provide race registration directly from the online event calendar.
- Finalize and publish the event calendar more than one month prior to the first event.
- Provide comprehensive and rapid online race results.

Expand racing opportunities for all categories in all disciplines

- Identify, schedule, and promote existing and new events and competitions, including BC Cup and UCI competitions.
- Offer additional categories at more events, in addition to the mandated UCI categories, to provide more opportunities for youth, new riders, and existing riders



High Performance

In addition to the priorities expressed by our members, we have a mandate from Cycling Canada and from our funding agencies to provide services for a Provincial Team, to help athletes from BC make it on to the National Team. This is an important step of the development pathway for those few riders who have the capacity and the passion to pursue international cycling as a career. Without systematic support at this crucial stage, we risk compromising the continuity of rider development and losing talented members.

While this is a small slice of our membership, the success of these athletes helps us raise the profile of our sport and can in the long term bring additional resources into Cycling BC.

Strategies to develop champions:

Strengthen relationships with high performance partners to support a development framework for athletes

In alignment with the new Federal High Performance Athlete Development Strategy, Cycling BC will leverage Federal and Provincial HP funding to support an optimal HP cycling development model here in BC. Part of this model involves the establishment of a full-time Cycling Talent Development program, with a dedicated coach, to work with a targeted group of U19 Endurance cycling athletes. This program is possible through a three-way partnership with Cycling Canada, the Canadian Sport Institute Pacific, and Cycling BC. The program will be Victoria-based, working out of the CSI Pacific Victoria campus at PISE.




Foster high performance athletes in BC by providing coaching and racing opportunities



- Cycling BC High Performance Coach will provide coaching and programming for 18-U23 endurance riders (MTB XC, Road, and Track).
- Continue to provide training camp and race opportunities to bring riders up to the level where they are selected for and successful in the National Team.
- Continue to support BC riders at National Championships.
- Provide coaching and programming to BC National Team riders when needed.
- IPS targeted athlete program.





**WE'D LOVE TO HEAR YOUR FEEDBACK.
JOIN THE CONVERSATION BY FINDING US HERE:**

 604-737-3034
 info@cycllingbc.net
 www.cycllingbc.net

 FIND US ON FACEBOOK
 @raceinbc

Office:

#201-210 West Broadway
Vancouver, BC
V5Y 3W2

Executive Director:

Richard Wooles
richard@cycllingbc.net

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