



Cycling BC
Strategic Plan 2013-2015

19 August 2013

Membership Survey

With the recent staffing changes and financial issues at Cycling BC, we decided to turn this situation into an opportunity to examine what we do and how we do it. We have a chance to restructure the organization to meet the needs of our members in a new and exciting way, given the growth in new directions of the sport.

To guide our planning process, we undertook a membership survey between May and August 2013 that included rating scales as well as comments, and a way for people to request follow-up by phone, email, or in person. The comments gave us a good representation of how Cycling BC is viewed at the moment, as well as some creative and constructive ideas to help us move forward. Follow-ups were conducted between June and August 2013.

A summary of the findings from the comments is presented below, with more detailed information in the Appendix.

THE KEY FINDING OF THE SURVEY IS THAT MANY MEMBERS EITHER DON'T KNOW WHAT CYCLING BC DOES, OR DON'T FEEL IT GIVES THEM GOOD VALUE IN ITS CURRENT FORM.

Membership Survey Comments

# of comments			Commentors			Follow-ups completed		
1279			629			274		
Min length	Max length	Avg length	Youth/Jr/U23	Elite	Masters	Email	Phone	In person
1 word	196 words	67 words	13.30%	6.60%	77.30%	45	143	86

What do they say?

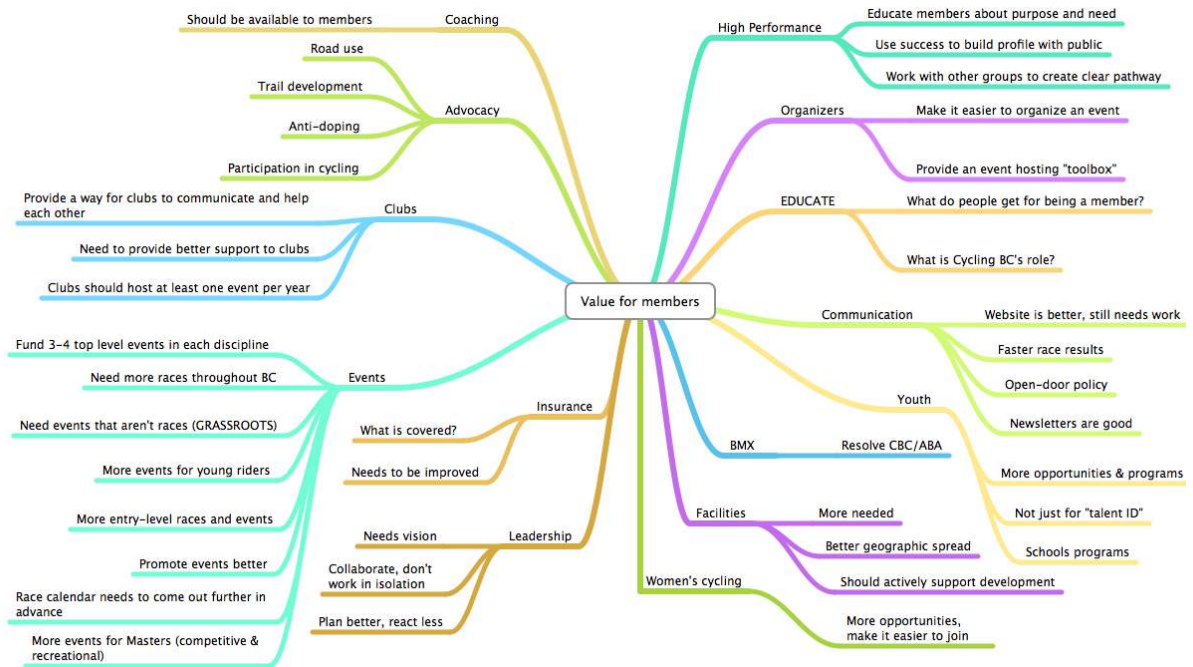


Top 10...

Issues	Count	Key phrases
what do you do?	121	more races
communication	99	cheaper entry fees
youth	68	events other than races
grassroots	58	make it easy
high performance	50	need transparency
licensing	46	development
insurance	35	over-regulation
support organizers	34	planning and leadership
more events throughout BC	30	total overhaul
improve race results	30	better insurance

Themes and ideas from the survey and follow-ups are presented below in a mindmap format, showing the main ideas and specific issues for each of them. Many ideas came from the

detailed face-to-face follow up meetings with members, including organizers and officials. We have used these to guide the development of our new strategic plan.



Role of Cycling BC

Based on the feedback of our members, we have defined our purpose moving forward.

Purpose

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

1. We provide **insurance** for members and events
2. We run programs to get **kids** interested in riding and racing bikes
3. We work with our **clubs, teams, and groups** to make sure riders have a supportive and fun environment for their sport at every level
4. We support **talented young riders** to reach their dream of international success
5. We work collaboratively with **organizers** to provide an event calendar that gives our members a wide range of options
6. We represent and **advocate** for cycling in BC to local and provincial government, Cycling Canada, and the UCI

Where are we today?

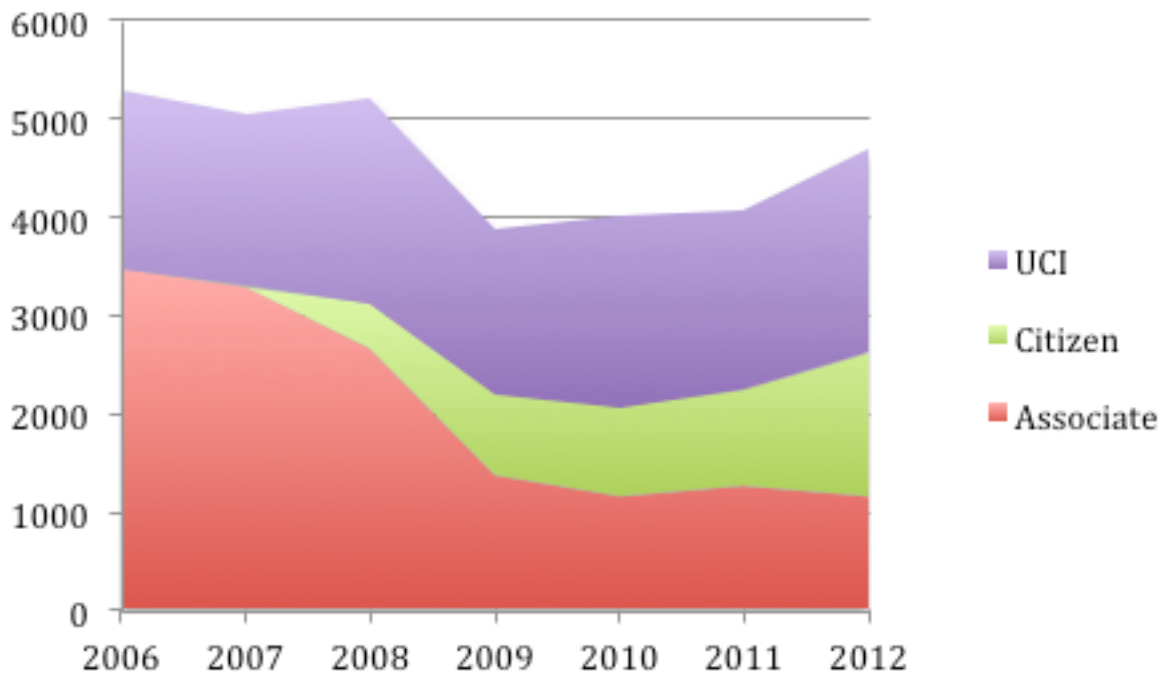
Due to the financial shortfall remaining from 2012, we have cut back our spending and staffing to the minimum possible that allows us to still provide our core functions (membership and licensing administration, youth and provincial programs, event sanctioning, and administration). We are able to provide limited services at the moment, and we are taking the opportunity to restructure the organization to meet the changing needs of our members.

We would like to thank everyone who participated in that survey, the response was excellent and we appreciate you taking the time to let us know what you would like to see from us in the future.

The primary focus for 2013 is to regain financial and structural stability.

Membership

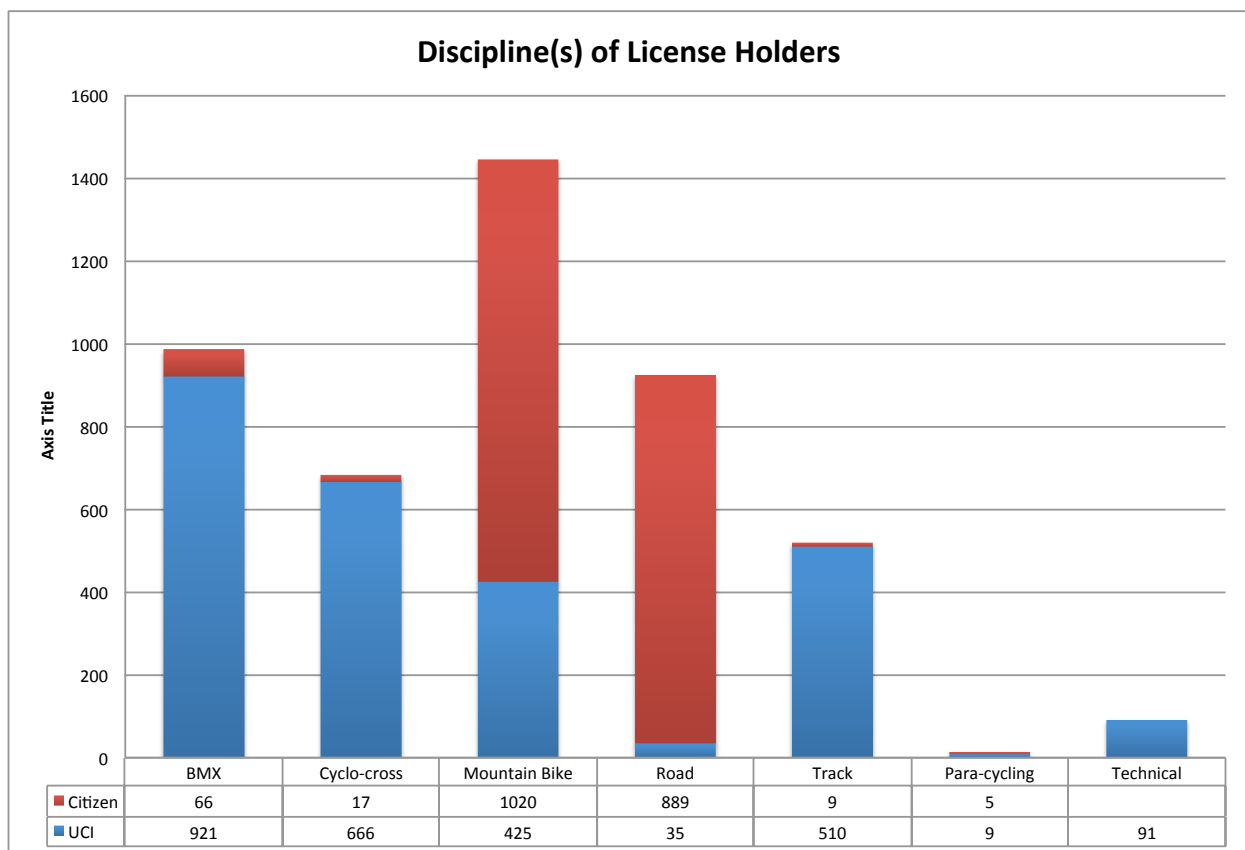
During 2012 we had **4,787 members** – an increase from the previous year but still lower than the peak during 2006-2008. The growth of the Citizen membership category now accounts for roughly a third of the total, while the UCI category has remained relatively stable and the Associate category has dropped by more than 50% from 2007 levels.



Some members are required to purchase two or more licenses to allow them to compete in different disciplines, so the total number of memberships purchased is higher than the number

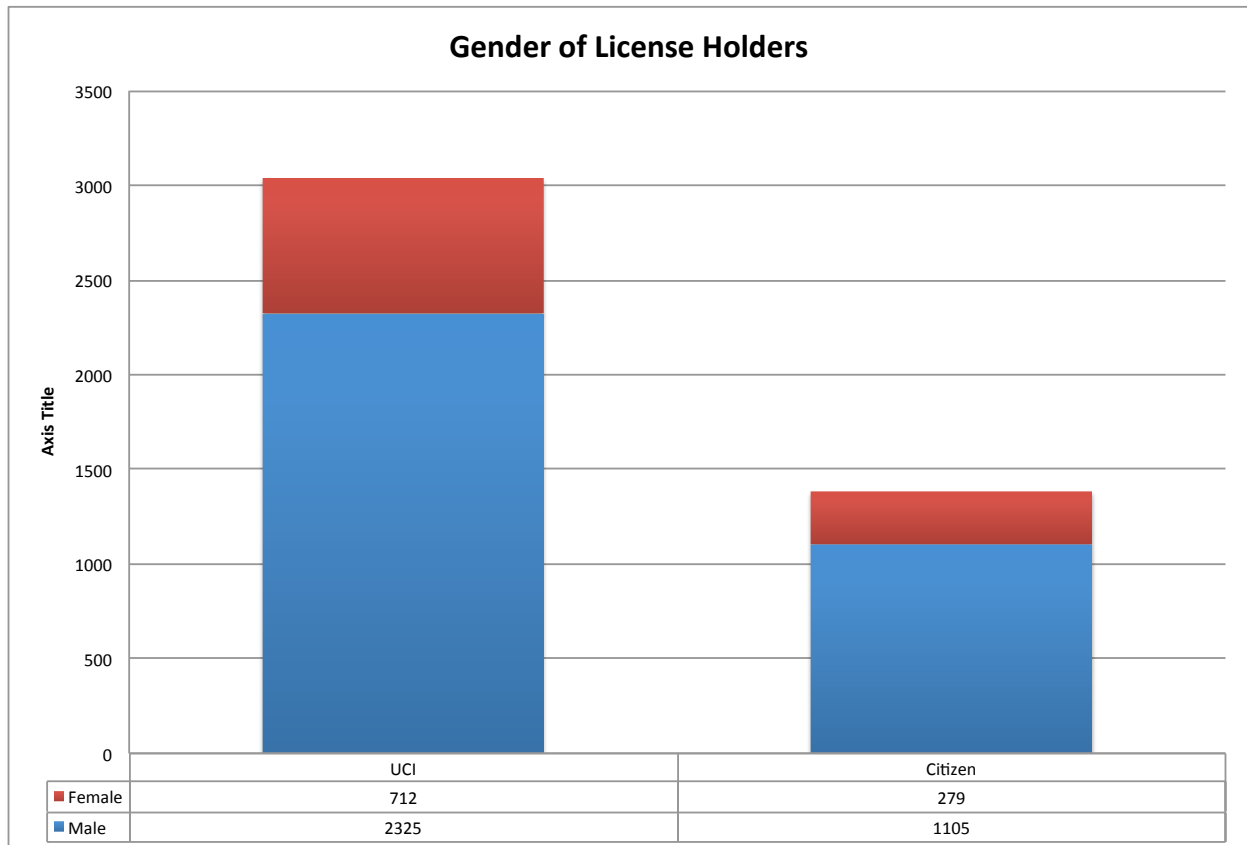
of individuals who are members.

Many members participate in more than one discipline, and when these numbers are taken into account (instead of simple membership type) a good picture of what types of racing our members enjoy emerges. The “Mountain Bike” category includes cross country, downhill, 4-cross, and trials. Also, the Associate memberships have been included in the UCI category for this analysis. The chart shows some interesting points: (1) People are “playing” within BC at Mountain Bike and Road (because events exist?), but not much within the other disciplines, where it appears people need to travel to access good racing, (2) There is a good spread of participation across the disciplines, rather than being primarily road-focused as many people have assumed in the past, (3) We either don’t appeal to para athletes, or we don’t provide opportunities for them to participate, or both.

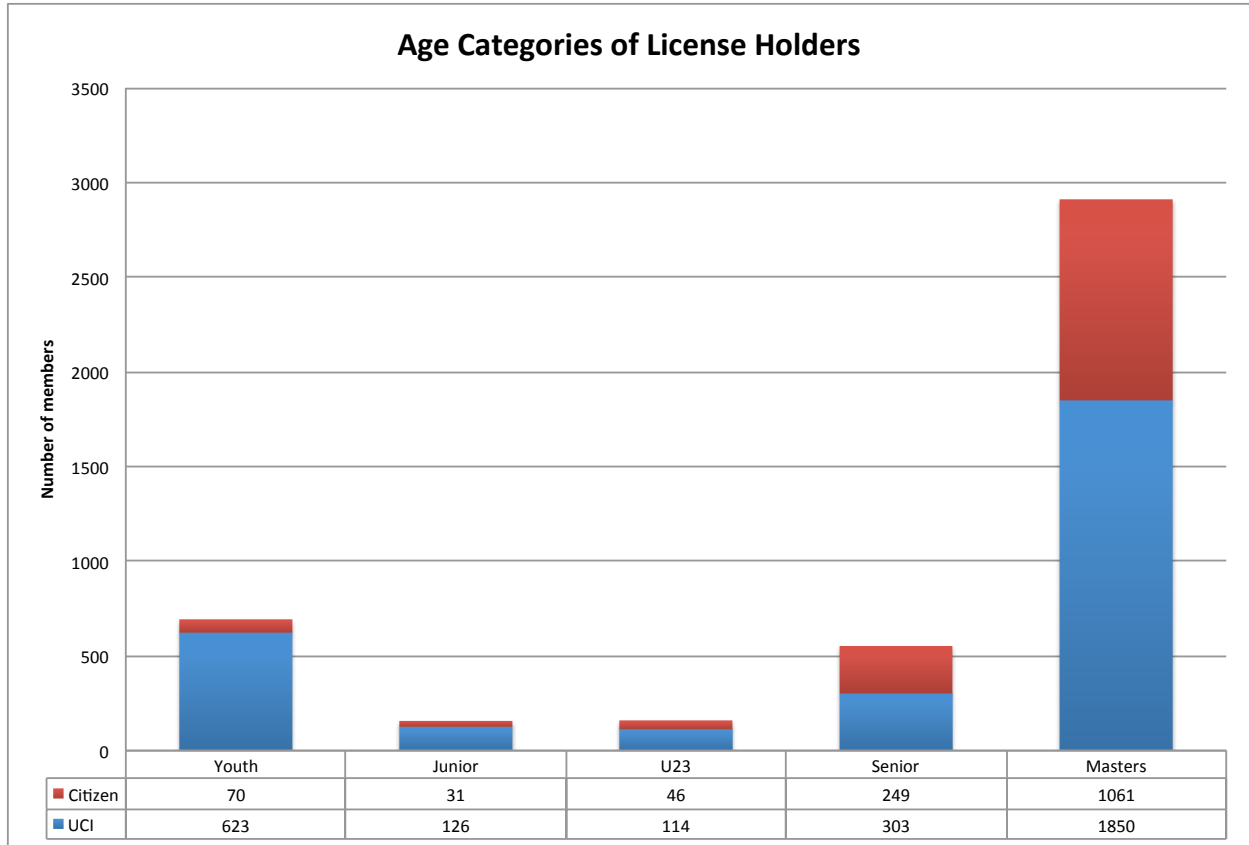


The lack of female members has been noted anecdotally, and the membership numbers reinforce the message. There is much to do to improve our appeal to female cyclists in both the UCI and Citizen categories. However, the scarcity of female members in the Citizen category speaks to the lack of events within BC that appeal to female riders at all levels.

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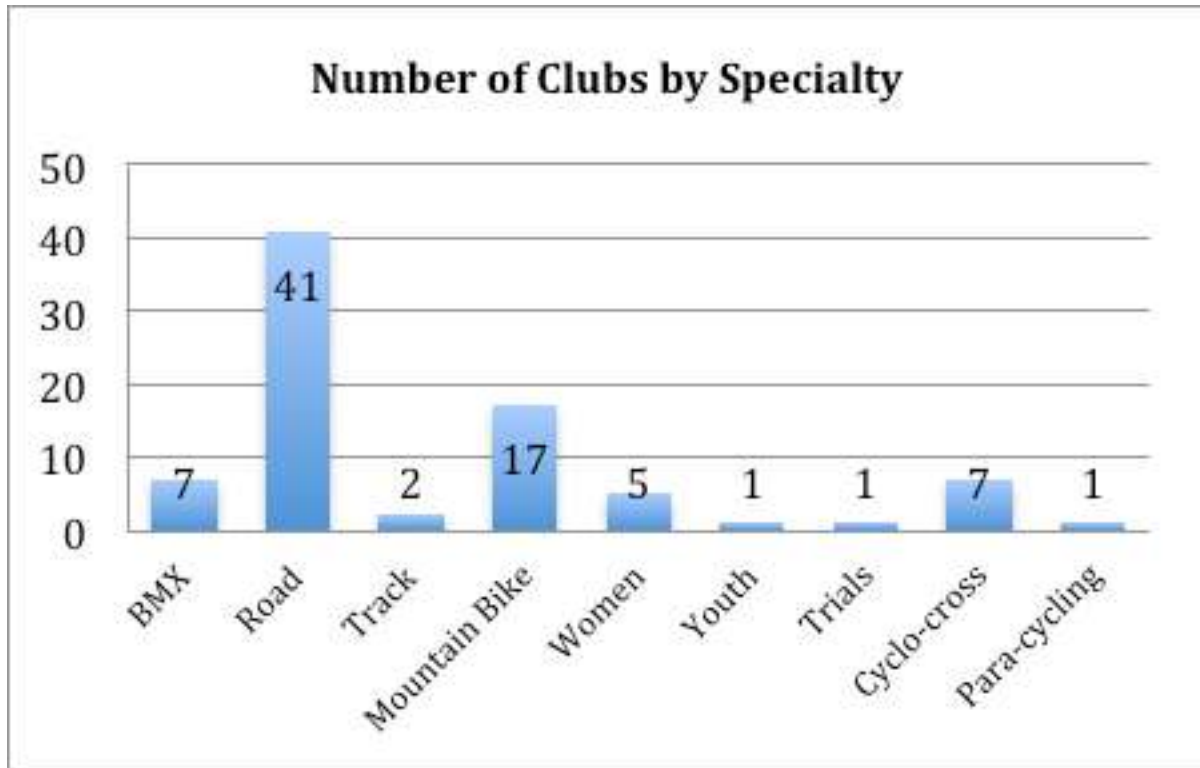


In terms of the age breakdown of our membership, there is a heavy weighting towards the Masters category. We do have Youth members, but there is a significant drop-off from Youth to Junior and U23. This could be due to two things; (1) An increase in the Youth membership due to recent Youth programs and Youth-focused clubs/groups, that has not translated into a growth in the Junior or U23 categories yet, or (2) A lack of opportunities for 17-23 year olds to train and race together. With the Provincial Team programs in place, it's less likely that we are losing athletes from the High Performance stream, and more likely that we are losing those riders who like to participate but don't have the desire or ability to pursue a career in cycling.



Clubs

In 2012, we had **92 clubs** servicing nine sub-sections of our sport: BMX, Road, Track, Mountain Bike, Women, Youth, Trials, Cyclo-cross, and Para cycling. Some clubs provide support to more than one of these areas. The number of clubs servicing each of these areas is shown below. There is currently a gap in the number of clubs servicing Youth and Para riders.



Events

From October 2012 through the the end of September 2013, there were 267 affiliated races on the Cycling BC calendar. Of those, 13 selected not to follow through on affiliation.

It is clear from the member survey comments that people would like to see improved support for organizers from Cycling BC, and fewer “roadblocks” and “red tape” involved in hosting an event. People just want to ride, they do not wish to be part of any political battles surrounding the sport.

There is also a clear movement towards grassroots racing. If the right services were put in place to support organizers of these races, this is an area for potential growth of the sport. Other key areas within “events” for development include:

- Hosting Provincial camps
- Hosting National events in BC
- Helping Clubs & Teams build 3-4 great events for each discipline in BC each

year

During the 2012/2013 season, the breakdown of the events held was as follows:

Cyclo-cross	53
Mountain Bike Downhill	28
Mountain Bike Cross Country	42
BMX Learn to Ride	6
Road Learn to Ride	18
Track	24
Road	65
BMX	31

The breakdown of the different levels of racing is shown below:

Grassroots	189
Regional	43
Provincial	33
National	1
UCI	1

Our Plan for the Future

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.

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

Example comments from the survey on all of these areas are included in the Appendix, and are worth reading. Not all comments were included, as there was a lot of repetition, so examples of each type of comment are shown. Comments from follow-up meetings were also included. The overwhelming majority of responses showed us that people currently don't know what Cycling BC's remit is, and those who know don't necessarily agree with direction we were taking in the past. We were pleased to see so many constructive comments and creative ideas, and have taken those into account as we built this plan.

We believe that focusing on these four priorities as we rebuild our capacity will create a strong and sustainable organization that provides good service to our current members as well as incentive for new members to join. The other priorities, such as development of women's cycling, will be addressed within these four areas as well, providing momentum for us to build on in the future.

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. The comments from our members largely support this, and those that don't support it may do so if we improve communication about the purpose of the program.

The mid-range priorities identified by the member survey are as follows, and will be focused on specifically once the first four priorities have been addressed successfully:

- Coach Development
- Women's Development
- National/International Race Development
- *High Performance Development - will be ongoing*

Finally, the members support the development of the following areas, although not as urgently

as the areas listed above:

- Officials Development
- Para Cycling Development

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

Revenue generation will underpin all of these strategies, as the organization continues to work towards organizational and financial stability.

Youth Development

Strategies to grow the sport from the ground up:

- 1.a) Hire a passionate Youth Development Coach to implement existing plans
- 1.b) Train a person in every club to be a Youth Coach
- 1.c) Run school programs with equipment and instructors, and include follow-up options for kids who want to continue in the sport
- 1.d) Initially target the five regions where we currently have Youth Road activities planned (Victoria, Vancouver, Penticton, Nanaimo, and Comox), and run schools programs in advance of the Youth Events (U13-U17 riders)
- 1.e) Provide a Youth member sponsorship program, to cover the costs of membership for groups of 200-500 school cycling groups, to remove the barriers to getting them into low-level races
- 1.f) Stay in regular contact with a list of school boards
- 1.g) Collaborate with Clubs and other groups to offer fun events and races for Youth riders

Membership Development

Why be a Cycling BC member? Currently, apart from the licensing requirement to participate in local races, there is no compelling advantage to becoming an active member of Cycling BC. Our plan involves introducing a clearly understood value proposition that provides a number of excellent reasons to become a member. We are confident these will increase our membership substantially.

Strategies to retain and develop our membership:

* * *

- 2.a) Identify and offer 10 to 20 member benefits with a value greater than the cost of membership, such as insurance coverage for every bike ride and legal support when needed
- 2.b) Partner with clubs, teams, and groups to grow memberships for mutual benefit
- 2.c) Simplify membership categories (UCI/Cycling Canada, and Cycling BC memberships) and affiliate with partner organizations
- 2.d) Improve service and communication to members (including improving the website)
- 2.e) Provide incentives for membership for new sectors of the sport
- 2.f) Consider offering discounted Cycling BC membership through bike shops for anyone purchasing a new bike
- 2.g) Improve communication and education about the benefits and value of membership to existing and potential members
- 2.h) We will provide a breakdown of how membership money will be spent, and members will be able to vote on this at the AGM

Clubs Development

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

- 3.a) Create a club accreditation program to foster the growth of Youth cycling through regular coaching and local racing
- 3.b) Provide incentives for clubs to affiliate with Cycling BC
- 3.c) Provide a forum for clubs in each region to work together to schedule and host events
- 3.d) Provide tools to help clubs organize and host events easily
- 3.e) Allow clubs to hold joint membership with other organizations
- 3.f) Encourage the development of new clubs particularly in Northern BC
- 3.g) 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:

- 4.a) Identify, schedule, and promote existing and new events and competitions, including BC Cup and UCI competitions
- 4.b) Partner with high performing organizations that currently deliver exciting cycling events and competitions
- 4.c) Collaborate with organizers of existing grassroots racing to provide additional events for our members
- 4.d) Partner with Cycling Canada to secure, organize, and deliver annual world class (UCI) sanctioned competitions in British Columbia
- 4.e) 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
- 4.f) Provide race registration directly from the online event calendar
- 4.g) Finalize and publish the event calendar more than one month prior to the first event
- 4.h) Offer additional categories at more events, in addition to the mandated UCI categories, to provide more opportunities for youth and new riders
- 4.i) Provide comprehensive and rapid online race results

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, riders either can not fulfil their potential, or decide to leave the sport.

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

Strategies to develop champions:

- 5.a) Partner with Victoria Cycling Academy based at PISE to develop U18 endurance riders
- 5.b) Cycling BC High Performance Coach will provide coaching and programming for 18-

U23 endurance riders (MTB XC, Road, and Track)

5.c) 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

5.d) Continue to support BC riders at National Championships

5.e) Provide coaching and programming to BC National Team riders when needed

Environmental Trends and Challenges

Cycling BC needs to pay attention to the following trends and challenges that create opportunities or threats to the organization.

Industry/Competition

- Other not-for-profits and groups offer excellent cycling events, many superbly organized
- Cycling BC's brand is not well recognized nor valued
- 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 drives 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

Structure and Accountability

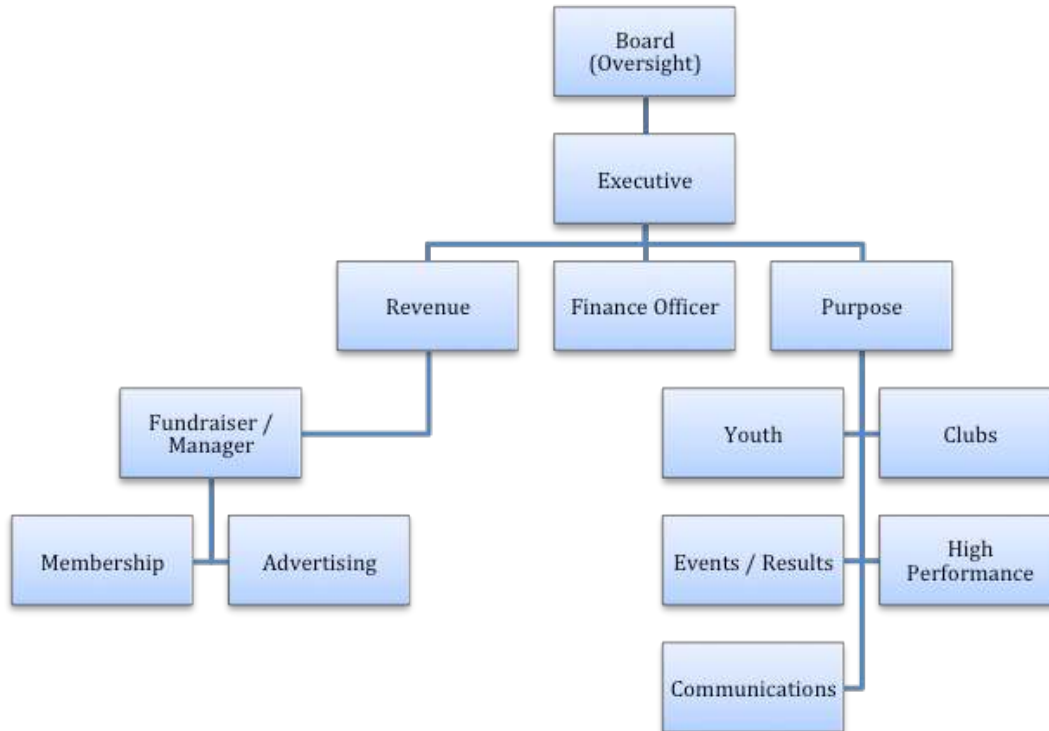
There were a significant number of comments from the member survey regarding the governance of Cycling BC. Generally, people felt that the ongoing changes are positive, but that the process of change is still underway and they would like to make sure that governance is improved in the future. Cycling BC is already working with our funding agencies to improve our governance.

A number of governance issues that are being addressed currently or will be addressed include:

- Revising the remit and structure of the organization
- Ensuring employment contracts are in place and cover all appropriate items
- Ensuring job descriptions are current and in place
- Improving transparency through communication of current financial status to members
- Examining possibilities for online voting for the AGM

Structure

The following organization chart describes how Cycling BC will be structured once financial stability has been regained. It has been based upon the structure of successful for-profit businesses, with the understanding that without revenue we cannot fulfil our purpose. The skill set of people delivering services to the members has not in the past included revenue generation, and so the new structure has addressed this gap.



Accountability

As a not-for-profit society, Cycling BC is governed by a member elected Board of Directors, who set the strategic direction of the organization, approve the annual operating plan and budget, and oversee management and staff in the execution of programs in alignment with the organizations policies and bylaws. The Board is accountable to the members, and holds an annual general meeting to report performance against objectives.

Management direct the day to day operations of the organization and report regularly to the Board. Management and staff are accountable to the Board for the delivery of programs and the achievement of results against key success measures.

Budget Summary 2013-2015

Our current goal is to eliminate the standing debt by the end of 2013. Updates on the current financial state of the organization have been published online, and can be found at <http://cyclingbc.net/cycling-bc/about-us/financial-statements/>

Detailed budgets and forecast projections will be presented at the Annual General Meeting in the autumn of 2013. Options within the budget will be presented to the members to be voted on at the AGM.

For more information

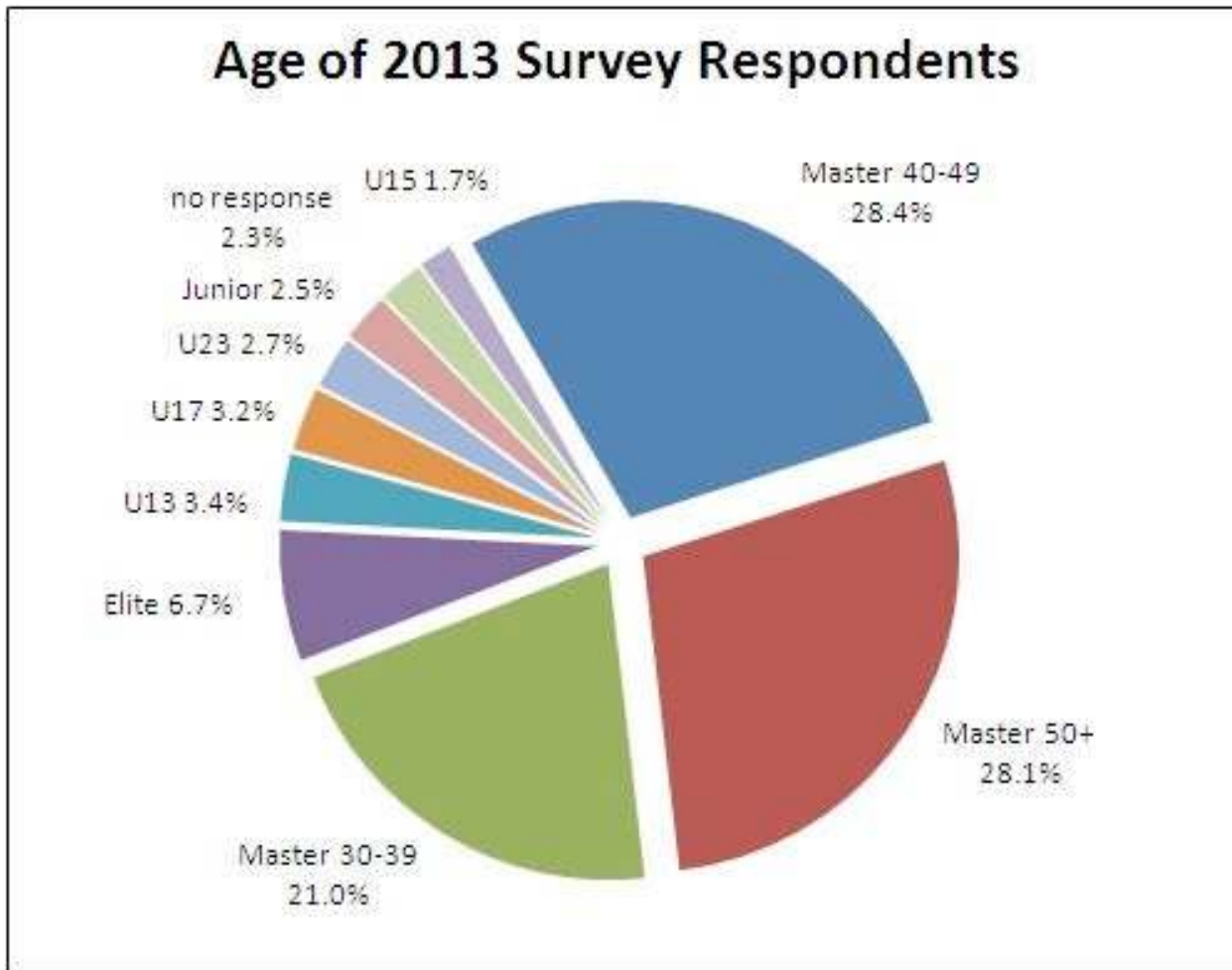
Board Chair: xxxxxxxx

Executive Director: Richard Wooles (richard@cyclimgbc.net)

Website: www.cyclimgbc.net

Contact: Telephone (604)737-3034 Fax: (604)737-3141

Appendix 1: Membership Survey with visuals



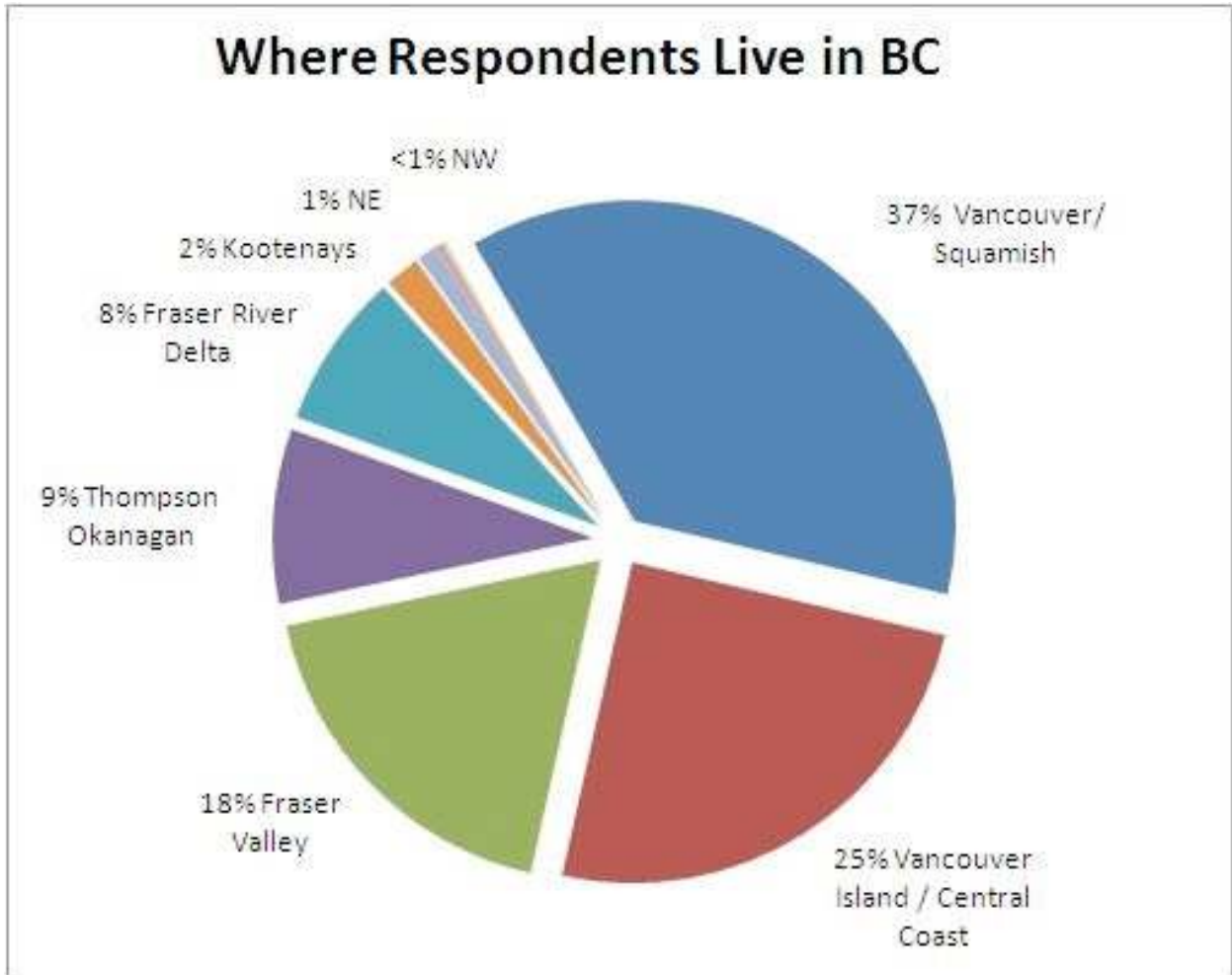
2013 Membership Survey Results:

1. How old are you?

Member's Age	Percent %
Master (40-49 years old)	28.4%
Master (50+ years old)	28.0%
Master (30-39 years old)	20.9%
Elite (23-29 years old)	6.6%
U13 (0-12 years old)	3.4%
U17 (15-16 years old)	3.2%
U23 (19-22 years old)	2.6%
Junior (17-18 years old)	2.4%
No Responses	2.2%
U15 (13-14 years old)	1.7%
Total	100%

Thus, 77% are Masters (30+/40+/50+), 11% are youth (U15/U17/U19) and 9% are U23/Elite.

2.



What is your primary city of residence?

ZONE	Region	%
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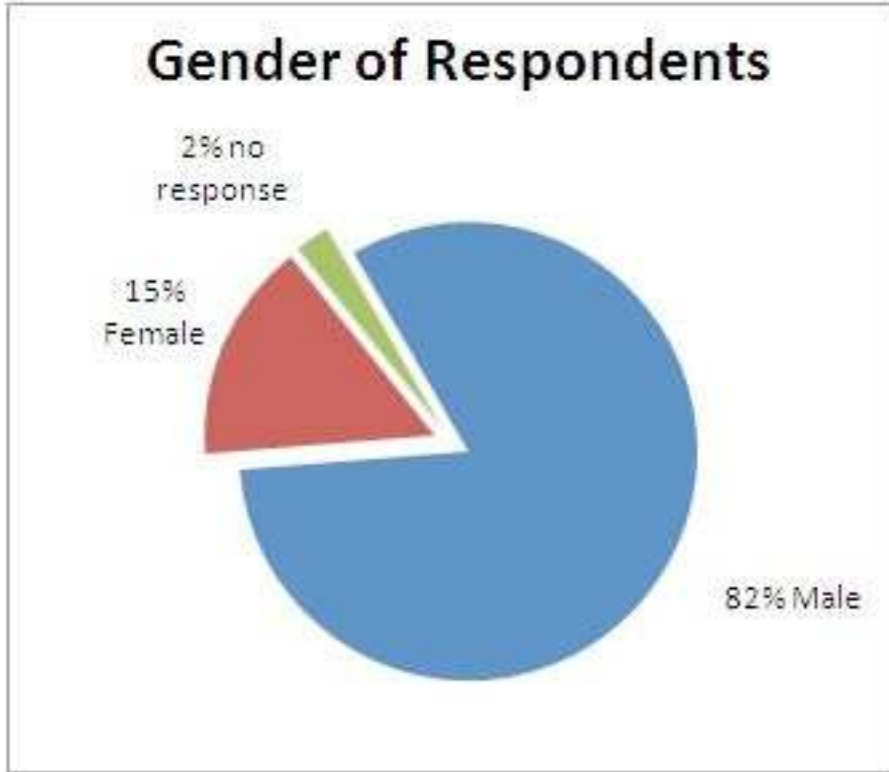
LM LM LM

TOTAL _____ **100%**

If you regroup the above data,

Lower Mainland	63%
Vancouver Island	25%
Interior, NE, NW, Kootenays	12%

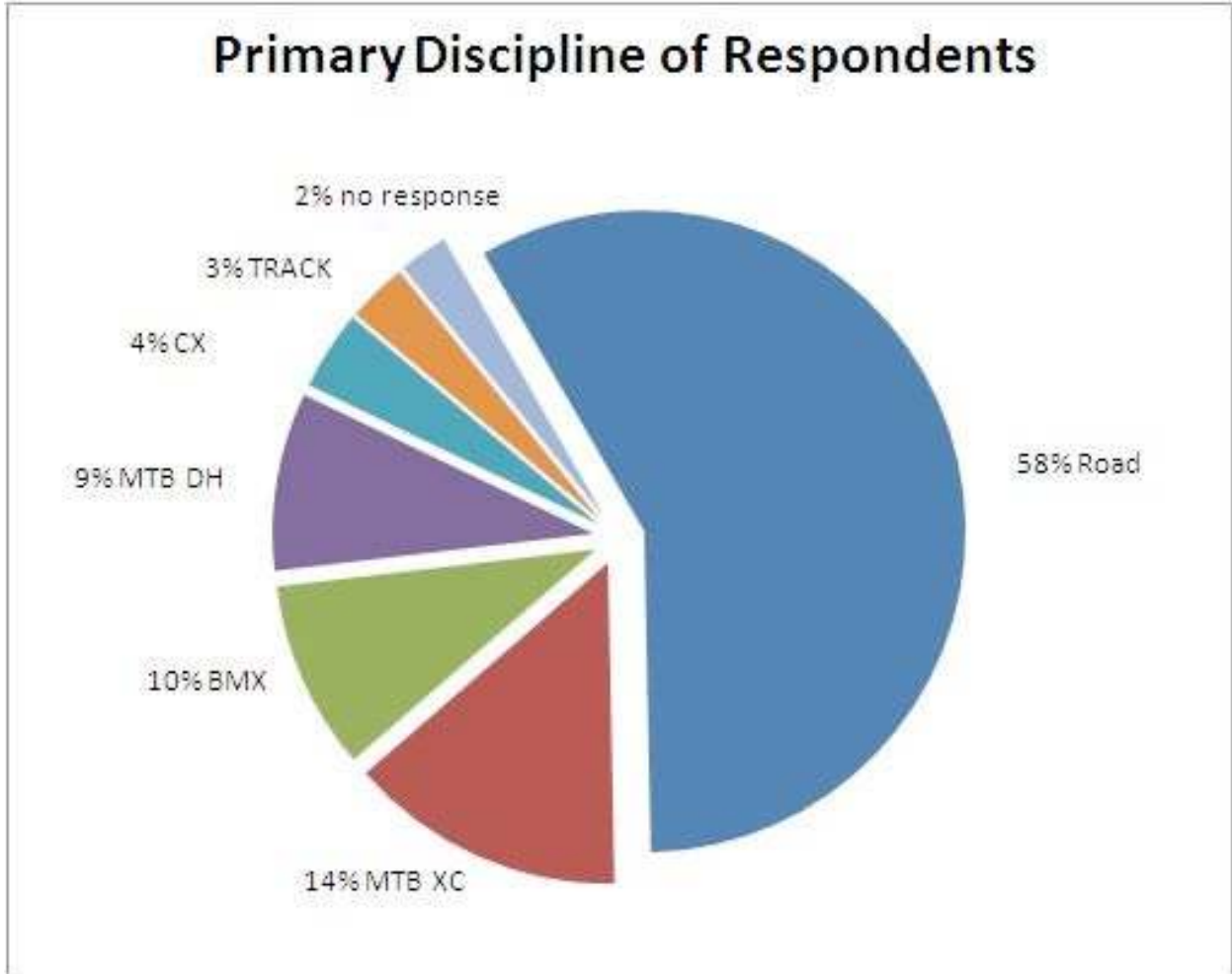
3.



What is your Gender?

Gender	Percent%
Male	82%
Female	16%
No Responses	2%
Total	100%

4.



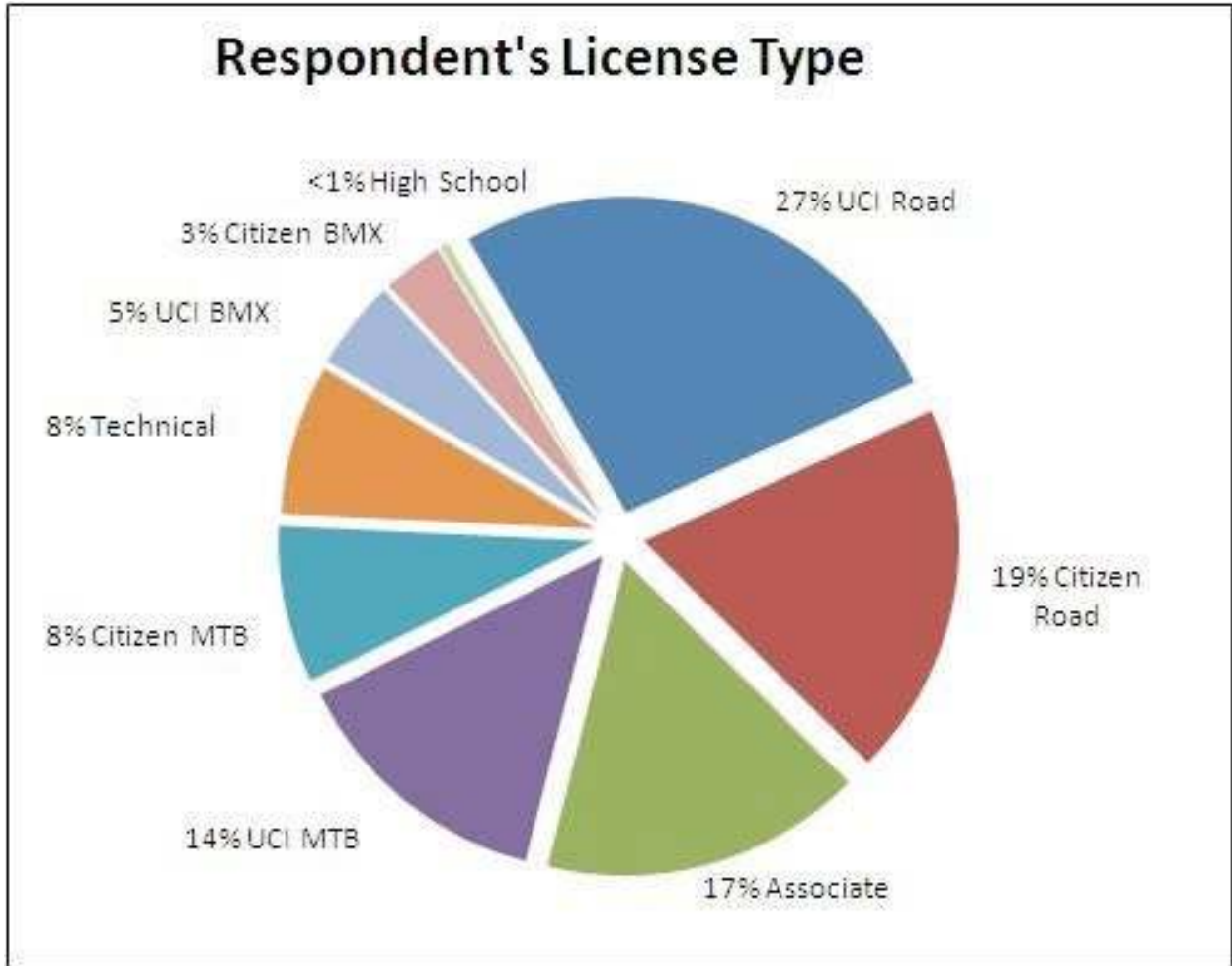
What Cycling Sport do you primarily participate in?

Please only choose one.

Primary Discipline	%
Road	58%
Mountain Bike - Cross-country	14%
BMX	10%
Mountain Bike - Downhill	9%
Cyclo-cross	4%
Track	3%
No Response	2%

Total **100%**

5.



What type of Cycling BC membership do you hold?
(please choose all that apply)

Respondent's License Type	%
UCI Road License (RD/CX/TRK)	32%
Citizen Road License (RD/CX/TRK)	23%
Club Associate Membership	20%
UCI Mountain Bike License (DH/XC/CX/T)	17%
Citizen Mountain Bike License (DH/XC/CX/T)	10%
UCI Technical License **	9%
UCI BMX License (BMX/CX)	6%
Citizen BMX License (BMX/CX)	4%
High school License	<1%
Total	100%

** TECHNICAL License includes:

*Commissaire, Coach/Instructor, Mechanic,
Team Manager, Race Organizer,
Technician*

If you regroup the above data,

UCI License Holders	54%
Citizen License Holders	36%
Associate Members	20%

6.



How long have you been a Cycling BC member?

Length of Membership with Cycling BC		%	
2-5 years	27%	ST	
less than 1 year	19%	NEW	
5-10 years	18%	LT	
1-2 years	17%	ST	
over 10 years	16%	LT	
No Responses	3%	n/a	
Total	100%		

If you regroup the above data,
 34% are long-term members (5-10+ years)
 46% are short-term members (1-5 years)
 19% are new members (<1 year)
 3% didn't respond

7. Please indicate whether you agree or disagree with the following statements about Cycling BC.

2013 Survey Respondents (Satisfaction with Cycling BC's Services)	%	
unhappy with # sanctioned races in rider's area	49%	: (
happy with quality of BC race information on website	55%	:)
happy with response time to service requests via email	54%	:)
agree with statement that members are aware of role of Cycling BC	52%	:)
happy with quality of e-newsletter content	50%	:)
agree with statement that Cycling BC communicates well with members	45%	:)
happy with value provided by Cycling BC membership	38%	:)
ambivalent about number of youth development programs in member's area in BC	41%	:
ambivalent about level of services provided to member's home club or team	53%	:
ambivalent about number of High Performance Programs available to member	58%	:

	Strongly Disagree	Somewhat Disagree	Neither D or A	Somewhat Agree	Strongly Agree
I am happy with the number of sanctioned races available in my area.	117	102	107	89	34
The Cycling BC website provides a good source of information concerning racing in BC.	18	72	113	200	46
Cycling BC staff generally respond to my service requests in a timely fashion.	14	20	171	127	117
I am aware of the role of Cycling BC within the sport.	25	61	129	162	72
The e-mail newsletters sent to me by Cycling BC contain valuable information.	10	66	150	167	56
Cycling BC does a good job of communicating with its members.	29	76	143	159	42
I am satisfied with the value provided to me by my Cycling BC membership.	39	99	142	127	42
	Strongly Disagree	Somewhat Disagree	Neither D or A	Somewhat Agree	Strongly Agree

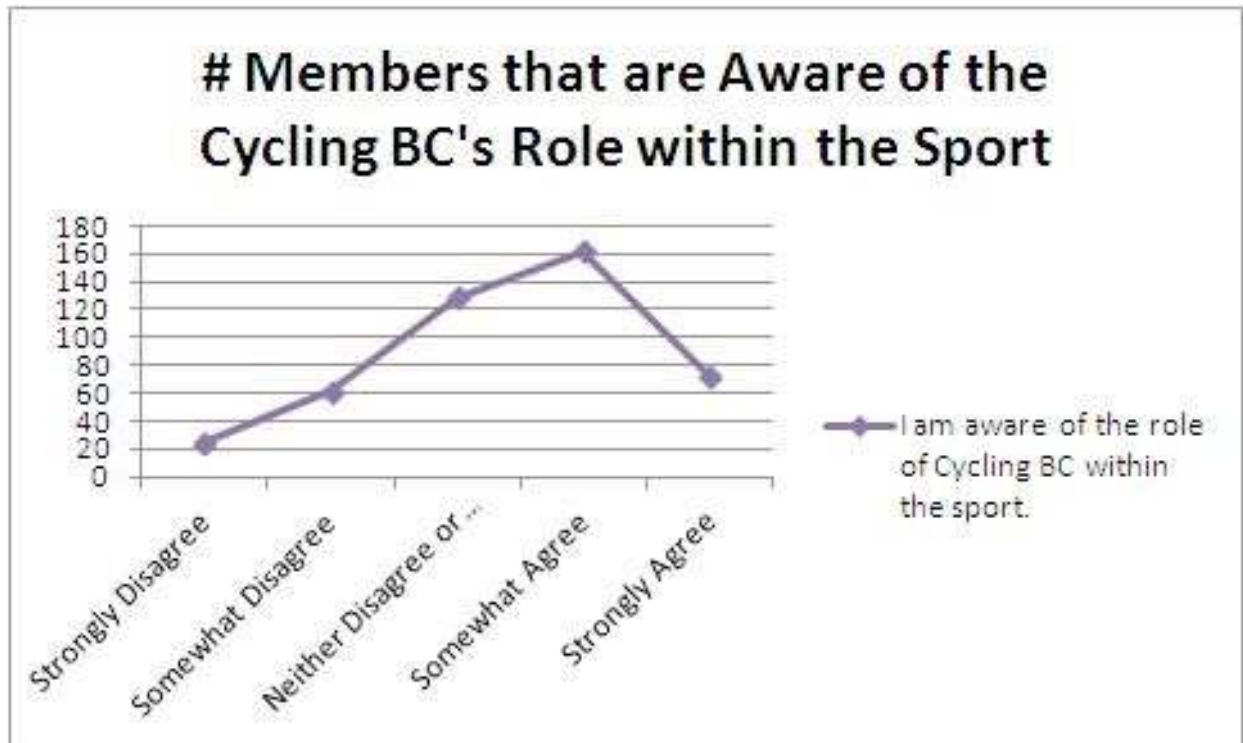
I am satisfied with the number of youth development programs available in my area.	46	88	186	98	31
	Strongly Disagree	Somewhat Disagree	Neither D or A	Somewhat Agree	Strongly Agree
I am happy with the level of services provided by Cycling BC to my home club/team.	49	79	236	61	24
	Strongly Disagree	Somewhat Disagree	Neither D or A	Somewhat Agree	Strongly Agree
I am satisfied with the number of High Performance programs available for our riders.	36	78	260	53	22



49% of members would like to see more sanctioned races

55% of members are happy

with BC race content on website



54% of members are satisfied with service response times
aware of Cycling BC's role

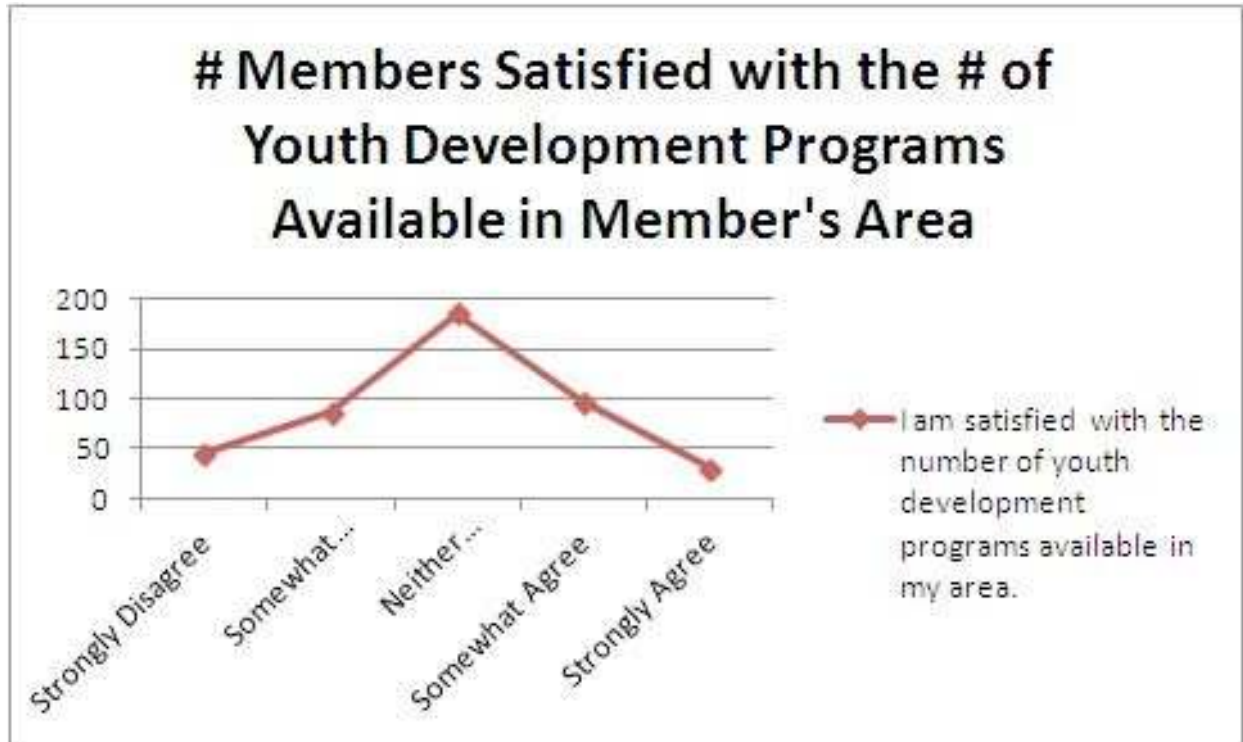
52% of members feel they are

Note: 2013 Survey polled 524 members, so numbers with point on graph are those that responded to that rating of strongly disagree, somewhat disagree, neither disagree or agree, somewhat agree and strongly agree



50% of members are happy with e-Newsletter content quality
CBC's communication efforts

45% of members are happy with



38% are satisfied, 32% are ambivalent, and 30% are unsatisfied about # Youth Programs with the Value of Cycling BC membership Province

41% of members are ambivalent available in their area of

Note: 2013 Survey polled 524 members, so numbers with point on graph are those that responded to that rating of strongly disagree, somewhat disagree, neither disagree or agree, somewhat agree and strongly agree



53% of members are ambivalent about the Level of Services provided by Cycling BC to their Home Club/Team

58% of members are ambivalent about their number of HP Programs available for our Riders

Note: 2013 Survey polled 524 members, so numbers with point on graph are those that responded to that rating of strongly disagree, somewhat disagree, neither disagree or agree, somewhat agree and strongly agree

8. In your opinion, what does Cycling BC, as the Provincial Sport Organization of Cycling Sports, do well? **435**
Response(s) in text style to reclassify and organize

* * *

9. In your opinion, in what areas does Cycling BC, as the Provincial Sport Organization for Cycling Sports, need to improve? **369 Response(s) in text style to reclassify and organize**

10. List in order of importance the areas in which Cycling BC, as the Provincial Sport Organization for Cycling Sports, should focus on in the next 1-3 years.

NOTE: These represent our short-term strategic planning goals in order of importance:

Top # is the count of respondents selecting the option. Bottom % is % of total members selecting the option.	Priority												
	Most Important									Least Important			
	1	2	3	4	5	6	7	8	9	10			
Youth Development	77	66	58	39	33	36	23	20	8	28	1&2	123	1234
	21%	18%	16%	11%	9%	10%	6%	5%	2%	8%	30%	55%	66%
Club Development	76	53	46	41	31	24	31	22	15	13			
	21%	14%	13%	11%	8%	7%	8%	6%	4%	4%	35%	48%	59%
Increasing the number of sanctioned races in BC.	77	48	28	28	36	42	28	35	28	18			
	21%	13%	8%	8%	10%	11%	8%	9%	8%	5%	34%	41%	49%
Membership Development	45	60	42	46	45	32	34	27	25	7			
	12%	18%	11%	12%	12%	9%	9%	7%	7%	2%	28%	40%	52%
Coaching Development	19	36	44	68	46	49	47	42	11	72			
	5%	10%	12%	18%	12%	13%	13%	11%	3%	20%	15%	21%	45%
Women participation in Cycling Sports	15	35	51	52	54	36	30	44	44	19			
	4%	9%	14%	14%	15%	10%	8%	12%	12%	5%	14%	21%	41%
Increasing the number of National & International races hosted in BC	23	27	28	23	26	23	36	55	58	5			
	6%	7%	8%	6%	7%	6%	10%	15%	16%	1%	14%	27%	27%
High Performance Development	13	27	44	34	46	55	59	37	36	70			
	4%	7%	12%	9%	12%	15%	16%	10%	10%	19%	11%	23%	32%
Commissaire (Officials) Development	9	13	17	20	29	41	44	52	72	8			
	2%	4%	5%	5%	8%	11%	12%	14%	20%	2%	6%	11%	18%
Para-cycling participation in BC.	15	2	9	18	23	29	37	35	72	129			
	4%	1%	2%	5%	6%	8%	10%	9%	20%	35%	6%	7%	13%

Depending on how you group the prioritization of the responses, the mid range group is hard to rank, but the top 4 are consistently:

- (1) Youth Development
- (2) Club Development
- (3) Grassroots Race Development
- (4) Membership Development
- (5-8) Coach Development, Women's Development, National/International Race Development, and High Performance Development (9-10) Officials Development and Para Cycling Development

11. In your opinion, what available opportunities do you see could help Cycling BC support the development and growth of the sport of cycling in BC?

374 Response(s) in text style to reclassify and organize

12. Would you like Cycling BC to contact you for more information on your answers above? If so, please provide your contact details.

<=98 Response(s) in text style to contact

Appendix 2: Membership Survey Comments by Theme

This Appendix will also be published as a separate file on www.cyclingbc.net, to improve readability.

Theme	Positive	Count	Example	Negative	Count	Examples
Organizers	Good support of race organizers	20	(1) Provide insurance and sanctioning	Support to organizers needs to be improved	34	(1) I only see cycling bc at sanctioned events and usually there is a level of angst between the race director and the cbc representative. (2) The rules seem to change almost weekly on how to get insurance arranged for events, which, as far as I can tell (3) It is exceptional at impeding the sports' growth through putting up unnecessary barrier for race organizers and race promoters. (4) CBC has a love/hate relationship with the race promoters. Even though these people are the life-blood of our sport (from a competitive standpoint) actions by CBC continually frustrates and/or hinders race promotion and participation. The question begs to be asked, "Are you (CBC) deliberately trying to shoot yourself in the foot?" (5) I feel that it needs to provide a low cost insurance to race organizers so that they can work at growing the sport (6) Opportunity for clubs to promote "sanctioned" races without huge costs for dubious benefit (7) Need coaching and courses for Race Directors (8) demanding regular race committee meetings with members from all aspects of cycling- no more private agendas! (9) Reduce barriers to organizing races (10) create a system where organizers can prosper so that more and better events are created. (11) Cycling BC needs to actively try to become the sanctioning body for all events and reduce the requirement for paid officials at events. Few if any events should operate under the strict UCI rules and race organizers should have freedom to be creative with rider classes, etc.. It needs to be about fun first. (12) more and better race organization and support. frankly, EV does 10x better job than cycling BC at getting road races on, why is that? (13) I've seen the evolution of requirements for traffic plans and professional traffic control, and what they've done to costs. CBC is not responsible for that, but I'd like to see hard, creative thinking about why sanctioned provincial-level races all but went away, outside of Super Week. Even for our club, the additional organizational costs and load of adding commissaires, support cars or motos, and the required field formats make fully sanctioned races too hard to justify. There's two options: even more emphasis on club racing, or find a sustainable model for provincial- level races. (14) Supporting race organizers. The opposite is happening. Organisers avoid Cycling BC. The fees are too high, the services non-existent, and all they get is a hassle. Cycling BC should offer each race organiser a package that explains how to run a race, how to get sponsors, and how to attract riders. They should help advertise, help deal with local governments and generally make it worthwhile holding an event. There was a time when hosting a BC Cup had prestige. Now it's something to be avoided. (56) The BC race scene for my disciplines of road, cyclocross and XC, are like herding cats when it comes to race organization and planning around Vancouver. Look at Ontario - one private business has been successfully running their Ocup XC series for the last 10 years with amazing growth and organization that is WAY better than BC. BC needs to strive for a calendar of events that comes out MONTHS before the season so people can plan their training and racing schedules. To have CX races that get announced just 2 weeks before the date is
Finance	Need to raise more money, reduce costs	3	(1) Seeking out more grant opportunities for the individuals (Funding for coaching and coach development, funding models to allow clubs to expand) (2) Cost reduction, The organization needs to come up with ways to make racing more viable for its membership and assist clubs in making this happen	Collect and spend money well	10	(1) Take my money and a lot of it compared to other UCI governing bodies such as USA Cycling (2) CBC does a great job taking my money for licensing and inadequate insurance (3) It collects my fees. What do I get? (3) more transparency -- eg. 2012 BMX World Cup event -- how can a one- day event loose such a substantial amount of money -- for that matter even more detail about the loss -- much of what most people know is hear say
Communication	Good information	37	(1) They operate a good online resource for getting information on upcoming races and events (2) The Cycling BC website has improved leaps and bounds from where it was only 6 months ago and communication is getting much better but it still needs improvement (3) Cycling BC communicates well with all the members of what is happening within the organization. (4) It's been a bit rocky in the past but the communication is getting better. (5) seem to be listening and responding to membership more of late; also recently more communication of programs via social media (eg. Facebook and West Van Youth programs) (6)	Information needs to be improved	30	(1) Improve online race results / race calendar (see http://obra.org/results) (2) need better integration with race results - sometimes uploaded, sometimes not (3) Really stay on top of getting information to the members. Pump up races, events, sponsors via twitter, email and the website really frequently (4) Communication. Over the past year or two (since I joined) it seems like every email hints at some sort of scandal within the organizations management. No details are provided. What is going on? (5) communicate better, vague emails do nothing other than raise questions. (6) It would be refreshing to have cycling bc respond to questions adequately. My questions have been unanswered for months now. It would be refreshing to see a level of engagement with the citizen category (7) Improve communication with clubs (8) Communicating with members in a relevant way (8) Communicating more (weekly emails would not be out of the question), making it easier to organize events, perhaps work more with clubs/teams. (9) Educate riders on what it does. (10) Support of clubs and grass-roots racing. The number of local races has dramatically decreased over the last 5 years, particularly on the road. As far as Cyclocross is concerned, basic promotion and club support is needed. This sport has great potential considering its appeal to "older" cycling demographic (and greater appeal to masses/recreational riders), yet clubs struggle (in recent past) even to get their races promoted on Cycling BC calendar/website. A missed opportunity that I hope Cycling BC plans to reverse. (11) some sort of new member info for people who are new to bc and its cycling community. (12) coordinating a province-wide communications net and utilize the various clubs and shops outside of the Vancouver area as a means of accomplishing this. Sometimes it seems like it should be Cycling Vancouver with even the Upper Fraser Valley being ignored (13) Communicate clearly the scope and mandate of the organization staffs board vs clubs to the membership and communicate this again to the general public.
	Newsletters	7	The news letters are good keeping members updated with news and results		1	(1) Would be nice to perhaps have sub-mailing lists with different information going out. Then they could be more frequent but with targeted info.
	Good website	6	(1) Website appears to be getting better (2) discipline specific websites has significantly improved (3) the website is finally decent.	Bad website	18	(1) The web site is either useless or confusing (2) I do not look at the website often as I don't think it applies to me (commuter who rides with groups on weekends and is thinking about racing) (3) more intuitive and clean website (4) The website needs a volunteer to continuously update it with real time information, ie. Races, what's happening, classified section. This does not have to be a paid position there are several of us willing to do it for free (5) Website is difficult to navigate and very slow (6) Im not a big fan of your website - i think there's room for improvement. (7) communication of their role and what they are doing for the community not just the elites or racing community. Website website website (8) Bring back the classified ads for members. (9) provide a website with all riders race results (10) Become the hub for local racing & results. Archive race results, times, achievements, points. (11) Improve financial transparency to allow members to see where their fees are going (ie: page on the cycling bc website that shows pie chart of where your membership fees go.) (12) I have difficulty finding B.C. road racing and cyclocross results on your website, should be given high profile. (13) Reporting on race results, they are slow in the coming (14) Race / event information on website (15) Providing timely, up-to-date information on the web for race organizers for each race season

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Cycling BC's role	Helps get people into cycling	4	(1) On a personal level it has helped me get into the sport on an independent level ie I haven't been riding with other guys that can give me the necessary info. I've been able to get my citizens license in an easy and timely manner and I've been able to find out what's going on out there in line with my ability level (which is pretty low). Being involved at committee level in sailing I appreciate what you guys are trying to do in your sport. I also appreciate that alot of people are bloody useless at making it happen for themselves and constantly need to be spoon fed. If there is a will then there is a way (on behalf of the participant). Thus far I have had a positive experience with cycling with new people and with the need that has arisen from cycling BC. (2) Learn to ride clinics done well (3) happy to see them connecting riders to clinics - hoping for an level somewhat higher than beginner in the near future....	Doesn't help get people into cycling	11	(1) Cycling BC does a poor job of promoting the other levels (ed. other than Youth) and attracting new riders. (2) To be honest, Cycling BC is a relatively obscure part of the overall cycling scene, at least from where I sit. (3) Providing information to new riders that didn't grow up in the sport. (4) I need to find easier ways to get involved with racing. (5) I think some deep thinking about whether you are a sport organizing body or just a way to get events insured would be worthwhile. (6) create community- thats why we used to race (7) Cheaper race entry fees (8) Additional clinics for new racers
	Can improve awareness of members	1	(1) ON THE PLUS SIDE THE (MOSTLY) PERCEPTION OF A HUGE GAP IN COMMUNICATION AND SERVICES MEANS IT SHOULDNT BE TOO HARD TO STEP IN AND BE SHOWN TO PROVIDE A LOT OF "NEW" VALUE QUICKLY.	Lack of awareness by members	122	(1) don't mean it in a negative sense, but I don't see what Cycling BC actually does. As a rider/racer, they really aren't in the spotlight of my day to day involvement. Perhaps behind the scenes, but not overtly evident. (2) Being new to the sanctioned sport I would like to see more information and a clear choice on the website to find it. Too much writing and not enough simple picture to pick the info you need. (3) I am not sure I completely understand how or what cycling bc does for me as a citizen racer. There are no points, no recognition etc for my level of engagement. (4) I'm not sure what Cycling BC does well. If I want to race, influence racing, be part of a high-performance program, or find out about youth programs, I talk to my club or a local team. (5) I am not aware of what it does. I am a recreational cyclist. I am a member of Glotman club and I do two or three big rides a year - Fondos and the Ride to Conquer Cancer. Everything I see from Cycling BC seems to be about elite racing events or BMX events. Not sure what you can do or offer me (6) CYCLING BC IS NEARLY INVISIBLE FROM THE CITIZEN'S PERSPECTIVE (7) I am unable to critically answer this question because I ride in club events and an occasional club time trial; hence have little to do with Cycling. B.C. (8) I just joined because my club said I had to for insurance (9) To be brutally honest, I don't really understand the value of Cycling BC for me aside from providing insurance coverage. (9) provide better education to members as to CBC role
Clubs and Teams	Good support of clubs and teams	4	(1) Helps clubs certify coaches (2) Provide an umbrella organization under which clubs can provide sanctioning, organization and insurance for local racing (3) The support at club level is very high... always accessible to it's members needs!	Need better support of clubs and teams	22	(1) As well, we register our club with CBC. other than 'insurance' there is no value we see. No emails, no thanks for they money, no nothing. We wonder every year why we bother to spend that money with you. WE never hear from you. (2) Assist and encourage more clubs to host races. Streamline the processes involved. (3) encourage more clubs to hold races (4) Help the clubs (tracks) work together to promote cycling - this would require the clubs to actually want to do this... (5) Need to support clubs for non sanctioned training races. There are very few of these for people to try and learn from. (6) Creating a better relationship with Clubs, having a position within the organization who is in constant contact with the various club executives would ensure that each club is doing their fair share to grow the sport (7) Every club/team should be required to put on an event every year !!! (8) help clubs to put on more events, (other provinces have a rule that to qualify as a cycling club you must put on one event; if a small club then they can combine with another club (9) Clubs abound for Athletics, Gymnastics, for every sport under the sun, but here in Surrey, I don't know any cycling coaches that can take my daughter to the next level in Mtnbiking.... (10) Better support club race organisation - Escape Velocity (not my club) are doing a great job and would benefit from support. (11) providing communication between clubs to facilitate regional cooperation. An example is the junior level coordination on Vancouver Island, the key contact member did not let other clubs know about the idea/conference calls and had to hear about it by word of mouth and ask about it just to participate. (12) Add value to the club membership fees so that more clubs will become Cycling BC affiliated. (13) Communication with clubs who participate in racing to discuss what can be done to improve races, host more races, etc. as our race calendar largely rests on the shoulders of one club (EV) and not Cycling BC. (14) Promote the value of coaches to clubs
Competition	Helps organize and facilitate races	49	(1) Organize and provide a framework for keeping each race similar in conduct and quality through officiating and rules (2) Representing racing interests of cyclists. (3) Races are well organized and Marshals and Officials are generally very good. (3) Given it's limited budget does a good job of trying to organize BC Cup. DH races (4) provides great racing! (4) Adds some consistency to racing (ie, licenses), keeps Provincial championships going (5) Publish race schedules as well as results (6) The actual organization of events is usually good, I mean the actual event is well organized (7) Very organized (8) One spot to register for races. (9) BC Championships and BC Cup are good programs (10) Cycling BC does a good job with timing at races. (10) I appreciate the effort taken to introduce new races to the series (11) Events available for multiple age/gender/discipline	Need better support of competitions	28	(1) under-utilized resource for race organizers (2) Cycling BC needs to make it easier for clubs/ organizations to put on races (3) I've run a handful of sanctioned events, and have found that I can get totally different answers depending on who I talk to at the main office (4) CBC does a good job of taking its time with returning emails, in particular around things that are important to running provincial championships. (5) it stinks at organizing and supporting racing, especially road racing (6) Kill successful race series (i.e. BC Cup XC race series, BC Cup CX race series) by requiring too many commissaires who are poorly trained and not fans of the sport, and making it even more difficult to organize races for race organizers and clubs. (7) There never seems to be the help or support that race organizers need. The road calendar is dwindling for middle cat races. (8) need more races (8) More events to race. I know this is partly a club issue and lack of volunteers. There was once a rule that if you wanted to be a CBC sanctioned club, you had to host a race. What happened to that? I have organized BC Cup races and crits in the past and know it is a thankless job, but with out organizers there is no racing. This is why I race Masters or got to the USA mostly now as those are the only events other than the ones EV puts on for road races. How about some Time Trials? how about more road events for us CAT's. (9) I understand that Cycling BC is the PSO and as such the only races that they should be putting on are perhaps Provincials but they should really facilitate the execution of other races. There's no reason that the race calendar shouldn't be full and there's also no reason that one club should be putting on the bulk of the racing in the lower mainland. I would think that Cycling BC would ultimately be concerned with the sustainability of the race organization model in the area to ensure we produce a large volume of high quality races. (10) Help organize races in lower mainland. It is very hard to find courses that we can race and satisfies city or traffic requirements. (11) It needs to support lower level races more. How do you grow the sport if there are NO sanctioned races after May, And most of them are held in March. Those races are "club" races with no upgrade points available. The elites get a week of high level races, cat 3,4,5 get a total of 60 mins of races that week..... (12) Help bring new promoters in to establish new events (13) RACE RESULTS!

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* * *	Provide a calendar of events	3		Need events other than competitions, and more events. Race calendar too late.	58	(1) there should be more programs, races and events to get more people riding. (2) I am only a recreational rider. I have no interest in competition. (3) I have not been very pleased since joining Cycle BC, and it seems disconnected with club and associate cyclists who are members and are NOT racers. If I am not a racer, how does it benefit me as a paying member (Club or associate member) to belong to Cycle BC. What if anything do you offer recreational riders (via newsletters, support, rides, etc)? Time to change, with the focus being on only racing and move with the times. Cycling is a huge recreational sport and needs to be supported by our Provincial Cycling organization accordingly. (4) Organization/planning - for example, Cycling BC has consistently been very late in providing race calendars. WAstate's race calendar comes out early and enables busy racers to plan their lives and training. It is frustrating when the calendar comes out in Feb/March and it is still not finalized. (5) promotes racing well - general cycling for non racers - not so much (6) Cycling has seen huge growth in "Cause" rides and Gran Fondo participation, neither of which require Cycling BC membership or sanctioning. (7) more support for grassroots (8) create cohesive provincial mountain bike and BMX race series and events (8) Provincial level sanctioned racing in all disciplines. (9) Relevance to it's membership. I've seen the results from the last big survey by Cycling BC from about 4 years ago. It seemed pretty clear that for road riders what most people wanted was local, well organized, safe road races. And of course not having most of the races run in the cold and wet of March and April would seem to be obvious. (10) Have cooperation between disciplines (ie. race days and events) - this would allow others to try something new instead of leaving cycling all together. (11) Adopt performance based category system except for provincial championships and CCA sanctioned events. (12) Slopestyle events would be a great way to expand, so that you are part of all avenues of biking. (13) There needs to be a larger focus on the support groups (ie the lower Cats). Before people can become great they still need to come through Cat 3 and 4. In addition to this the majority of your membership is likely in these groups (guessing from the field sizes at races). Why isn't there a provincial championship race for Cat 4 or 3? How come there are no stage or omnium events? Washington state manages to do this. It is also frustrating that once you move from Cat 3 to 2 you are essentially stuck in purgatory too good to race 3 but unlikely to ever win a cat 1/2 race. It would be nice to see more divisions if the numbers can support it. Finally I suspect this is limited by UCI but if we could somehow allow the US racers to come to BC I suspect it would help to get the numbers up. (14) More races. Better calendar (clear links to race info, short description. Allow calendar to filter on region (Lower Mainland, Island, Interior) (15) Need affordable races (16) I would suggest that as the age of racing cyclists increases, races should have a youth category as well. I know I would attend these races and bring my kids if I could ever find such an event to participate in. (17) it was wonderful that you secured
Training opportunities	Provide opportunities for free training sessions	2				
Youth	Identifies and develops youth talent	38	(1) The youth programs are great, but since I am not a youth rider, I do not profit, but I see the importance in it and I would always miss my race to make room for a youth race. (2) It's also great to see the youth cycling initiatives that Cycling BC has undertaken in the last 1-2 years. (3) New intro to road racing for kids program was unexpected but is excellent (4) Has shown great improvement in youth programs, and I would like to see this continue. (5) Excellent new youth programs (6) Youth cycling program is great. Well organized, the kids think it is fun and they are learning a lot about the sport. Wish they had more sessions! (7) Good to see fun being emphasized (8) Under the leadership of Richard Wooles, there appears to be a good push for youth development. (9) Being an older cyclist I am not as concerned about programs for myself. I hope and trust that the funds help develop programs for youth and develop the sport at the entry levels. I don't have children in the sport Therefore I am not aware of what Cycling BC does well or not well on that level. (9) we've only had contact with them reaching out (Richard Wooles) in our school age community. they just finished a 4 week program in WV in the British Properties and it was awesome. What a great experience it was for my son and such a great effort by Cycling BC to get everyone out at a young age. they were very encouraging and supportive which is what you need to be for young people to get started. no matter how confident or not confident the coaches were so helpful. (10) Youth initiatives - AWESOME!	Need to focus on youth and schools programs	30	(1) the lack of youth programs other than the ones being done by a couple of clubs is very discouraging. CBC should be taking the lead on this, I like the programs you have started in the schools but more resources need to be assigned to this area. (2) The membership is old. There are really no youth clubs and teams in B.C. I raised this concern many years ago and was told at the annual AGM that the Province's clubs were doing a good job. The results are evident. For example: my daughters are involved in competitive dance, a realm I didn't know existed. There are two dozen studios on the North Shore of Vancouver, three of the studios have a membership of 400 families? There is nothing close to this as far as cycling is concerned on the North Shore, even the high school league is pale. (3) Backing/endorsing AMYDF.org to help recruit and develop new young athletes at the next level. (4) Increasing participation of all youth, not just focussing on the elite riders. (5) Provide more venues for young athletes to develop. Through training camps and racing, young athletes need as much high level experience as possible. As our provincial sport organization, Cycling BC needs to work with clubs and event organizers to make it easier for these people to put on events. A meaningful Provincial series, with a Provincial Championship, is an important part of racer development and encourages potential racers to get involved. It is also a reflection of how well the sport organization is doing. (5) CBC has made some good progress in attracting youth participation in road and track cycling in recent years. Finally having categories for provincial championships for the under 13s and under 15s in both road and track championships should help a great deal in attracting and maintaining young riders. There are several centers where youth development has been good including Victoria, Vancouver and Courtney/Comox. If CBC could make an effort to find and assist coaches in other regions (Cranbrook, Prince George, Kamloops, Smithers, Fort St John), that would be a huge benefit. (6) Youth engagement and development. I have started a coaching company in the Kootenays in part because there is absolutely nothing offered in this area (7) expose youth to cycling that will appeal to them- dirt jump, bmx, downhill. They will embrace bicycles and move into all disciplines (8) don't focus on the kids that are expected to have all the talent, give other kids a chance for the youth devo camps (9) Need more grass roots racing that is cheap and accessible to young people. Focus on the development of junior racing programs for guys and girls. (10) Involve more youth in the sport. Last year's cross finals were a perfect example of where there was an opportunity to offer categories for youth / juniors (even if there is no corresponding UCI class) but cycling BC decided not to promote these categories. Consequently, there were very few youth / junior riders. (11) Providing tools to organizers of grassroots events so that youth can be discovered and funneled into the high performance program without adding cost or complexity to the events
High Performance	Provincial Teams	41	(1) It runs high performance programs for provincial teams well. (2) Cycling BC provides excellent opportunities for juniors (2) There seem to be more support now than it was 5-6 years ago when a potential U19 national champion received close to zero support to go to the Nationals. (3) Helps get athletes to World Cup racing status (4) Attempt to develop future professional riders. (5) Support young riders. I like that you guys send kids to the camps in California and the Okanagan (6) Meanwhile the high performance aspect of BC cycling seems to be supported primarily by individual effort and passion of guys like Richard Wooles and Jeff Ain. Is the organization aligned to support them and get BC athletes into high profile events that grow awareness of the sport and attract sponsorship? (7) It should start to provide a structure to nurture a cycling culture in the province. The Thursday youth skills sessions and the LTR's and open houses at the BVC are great strides forward. Getting into schools or offering school racing series not unlike the mountain bike series in the US isn't a bad next step. Partnering with Axel in Penticon or other folks I would not be aware of would be vital. CBC could then be an umbrella enabler to the grass roots and develop the elite programming. Especially the crucial post Junior years for the kids who show professional or olympic calibre. (8) The provincial team seems well run, as we certainly seem to have a good group of junior riders.	Provincial teams not run well, or need to be developed more	9	(1) High Performance program continues to be not very transparent and the recent call for talent to go to the nationals tells me CBC is getting a falling grade in this area (2) I am perplexed at the high performance and coaching program it seem not very transparent. Also I cant see that there were some camps with kids going off to places like California to train. Why cant the coaches run their training programs here? Seems like a waste of resource (3) need more development programs for high level racing (4) More support for young riders. (Organized Training and coaching, mentoring by older more experienced riders). (4) more support for elite mountain bike (5) Talent ID (6) feel too much is spent out of province on these high performance programs. provincial level riders shouldn't be sent to California or Europe. that is a national level program. improve racing in BC first and foremost. starting with more camps in BC, more Learn To Races, and more Races. (6) The process that top level athletes need to do to get to the Provincial and National team. (7) Structured provincial teams. For instance, the road teams from Junior through u23 should be racing together and learning crucial team building/factics/roles within a road team. This structure is lacking with kids left to try to find that structure in local clubs that may not have the numbers to race in a team, or to try to navigate the confusing club/sponsored team structures as the kids develop.
Membership & licensing	Insurance	14	(1) The insurance that members receive is great and is, perhaps, the best part of membership (2) I am hopeful to see more benefits in the future (3) Provides insurance support to clubs		21	(1) Provide a clear and comprehensive medical and bike insurance policy available that is affordable. (2) Communicate clear what the insurance means for riders in cycling clubs. Nobody knows what the insurance means for the riders. (3) providing a better insurance regime for cycling members outside of races (4) Insurance information in detail for members
	Membership admin / licensing done well	43	(1) licenses are generated in a timely manner (2) website and registration, ONCE YOUVE BEEN A MEMBER OR ONCE YOUVE HAD A TEAM REGISTERED is easy and quick to work with (3) Timely responses to questions, issuing licenses etc	Membership admin / licensing not done well	3	(1) Find the CCN website very difficult to navigate and find the race I am looking for to register and the license registration confusing each year. (2) license processing during peak periods (3) Re-emphasis on points tracking for licenses - better communication with race organizers to ensure points at all qualified races are tracked in an organized and timely matter (e.g. I won several races last year yet according to Cycling BC I have no points)

				Membership not useful	11	<p>(1) I am really just a social rider who is a club member. (2) one bug I have is the 'cat 5' licence issue in that Cat 5 don't want to buy an annual licence to may be do one or two races. What we would like is to just be able to buy for say 5 or 10\$ on the day itself. (3) Too focused on racing, not enough on support of grassroots. (4) I just get my membership because my cycling club requires it. (5) They do not represent cycling well and fail to recognize the other aspect of the sport and other organizations. They do not support the grass roots level so that the younger cyclist can grow and move up. Very elitist. (6) Not very impressed, and haven't been for years. The only reason I keep getting a licence is I like to race. (7) Please keep in mind that I am a member simply because I need a licence to train with a bike shop in town. Training to help me cycle the Tour de Victoria. I am not aware of what cycling BC does in the province, nor am I all that interested in racing. I am an enthusiastic amateur rider. (8) Broader focus for beginner and non racers (9) The fundamental purpose of Cycling BC needs to be examined. Is it to promote racing in the general public. In which case it needs a radical new approach - or is it to focus on promoting a small number of possible talents, in which case I think it still needs a new approach, but it that should be made clear to the general public. Frankly, right now I do not see any benefit from Cycling BC other than I get my race licence from it. (10) It's presence and relevance. At the moment racing appears to be dying out in BC with fewer and fewer events on the calendar each year. Cycling BC needs to help clubs put on races and encourage people to be an active part of the cycling community, be that racing, participating, coaching or volunteering. Currently there are only a handful of clubs and most of these do not organize races. There's also a lack of variety in cycling races and events. There's more and more people cycling in BC, yet the majority are gravitating towards unlicensed fondo-type events. Cycling BC needs to support a pathway that sees people catered for from entry level, mass participation, sportives, racing then high performance. The funnel is too narrow and there appears to be very little feeding in. (11) The Entry prices to participate in races are fairly high as it is. I do realize the cost of insurance is also pretty high, but to buy a UCI race licence in BC as a masters level racer almost has no benefit if you aren't trying to chase UCI points to go to world cups. There are many grassroots races that are as much fun or more fun than a BC Cup Race. (12) I want to know what I am paying for? I requested this information and never received a response. I sign a waiver each time I participate in an event so I have no insurance coverage from Cycling BC or the event organizers. (13) I pay my membership because I have not because I see any value whatsoever. In my discipline (XC MTB) the number of races has dwindled to the point where this is the last year I will be competing. I am not investing any more time, money and effort in a sport where the calendar for the current racing year does not even get finalised until the year is well underway - only to show that there will be minimal, if any, Cycling BC supported events. Yet the</p>
	Types of membership clear			Types of membership not clear, need to be changes	18	<p>(1) Simply licensing (nobody understands it) (2) Membership fee structure doesn't necessarily match real-world requirements, seen too much as a "White Tower" by much of the cycling community in BC who consider it an elitist organization with weak reach into grassroots / recreational. (3) One membership should cover all racing in the province, not just Cycling BC sanctioned events. It is too expensive to have multiple licences. Registration should be free, and then pay as we use certain aspects of the association. (4) membership not good value (5) Develop a single Citizen license that covers all genres (6) The race calendar has to be adjusted, so that road racers know what is happening in BC other than just road races. Why should a road racer not race cyclo cross or MTB and the other way around. The whole system of categories is a joke and does not help anybody a change has to be made to protect younger riders but also give them the chance to race with the big boys. (7) Lower the cost of a racing license (8) get in touch with community through more affordable and/or local events (I know many people who would race one or two events if the single event license was cheaper) (9) I do have a 12 year old son that would like to do the occasional local time trial and it is difficult to pay the amount required for a race licence when he only may come out once or twice. It would be great to have a U13 citizens licence for a low rate. For example kids insurance through tribc is only \$10 for the year, how about something similar. I'd pay a few more dollars on my licence to cover more kids at a reduced rate (10) Replace insurance with something effective and/or stop double dipping requirements via licencing as well as the organizers. (11) Recognize older riders - I have 53 years experience in road, early experience in track, and recent experience in CX. Still like to compete, but the playing field is not level once you are past 55. (12) Less expensive insurance coverage for school aged racers. (13) Increase the amount of programs and competitive events for Master cyclists who seem to be a rapidly growing segment of cycling.</p>
	Enough members			Need more members	4	<p>(1) Increase membership (2) Attracting new riders of all ages</p>
Road	Opportunities	3	(1) It provides good guidance to the track and road racing communities	Improvements needed	3	<p>(1) CBC needs to bring back something like the BC Cup for Road and have a season long points series (2) CBC needs to encourage Jr development and make sure there are races and event for junior racers (2) I would like more Road Races (esp. Masters because I'm old). I know that this is something for race organizers but is there anything that cycling BC can do to encourage this? I generally travel to Washington and California to race. (3) More masters races in the lower mainland</p>
Change	Changes being made	10	<p>(1) I've been less than impressed over the last few years with CBC as an organizing body, however I am very impressed with the change I am seeing and I have confidence that the sport will grow and so will CBC as a governing body. (2) If they could get just change the old system, which they are working in, it would be great. (3) After years of poor service in all regards, the service level has greatly increased. Everything is getting better, it just takes time. (4) Updates & visibility is improving in 2013. (4) I won't comment on my experiences of years gone past as they are behind us now thankfully. (5) Starting to do a better job of focus on development of the sport. Also support of the tracks. (6) While it is looking better, so far, this year, there is a ways to go. (7) Cycling BC is visible and expected to provide leadership....for the past several years this has been lacking. I am encouraged to see the new energy and new people with renewed commitment now involved at the leadership level. The thing I believe Cycling BC has done best in the past year is change.....hopefully it will be for the better. (8) I feel cycling BC is moving in the right direction with improved communication. However it is too soon to determine what has been accomplished since the board and staff changes have taken place.</p>	Changes needed	6	<p>(1) Everything needs to be overhauled within cycling bc. I've had very few pleasant experiences with cycling bc. (2) The malfunction of the organization over the past two years has been palpable. Strategic planning and programming in accord with strategic objectives are needed. Right now there is too much ad hoc knee jerk effort not tied to strategic objectives. Put together a plan and have it endorsed by the member clubs and then do what it takes to meet the highest priority. Show success by meeting objectives. Last minute requests for interest in youth programs should not be the way to run a development program (4) Promoting entry into the sport for both, cycling races are seen as impenetrable and inaccessible, both due to the limited number of races available as well as the nature of the races for entry level riders and juniors. Cyclocross seems to have the mix right but road racing definitely lacks the ability to attract new riders for those reasons above and the general attitude of the riders. (5) They needed to pick a focus. get out of the race promotion/ sanctioning business and focus on rider development and adding value to membership (6) A total revamp and listen to the riders of this province not just their very small membership base. How can we have more riders show up to a toonie race than a sanction Cycling BC race?</p>

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People	Good staff	16	(1) The people working for Cycling BC are great, because the passion and knowledge is there (2) Everything that Tara Mowatt does is done well. (3) Anything that Richard Wooles has been involved in seems to work out quite well (re: youth, high performance) (3) very helpful staff with prompt responses to any questions (4) The support and help from Diana is fantastic (5) Supportive on personal level (6) I like the friendly staff, but they seem frustrated (7) Specific individuals within the organization are passionate and care greatly about the sport. I see their impact first hand. (8) Finally change management and retain Richard Wooles (8) Cycling BC has over the past few makes taken positive steps to re-organize the board, and takes some steps towards re-organizing the organization itself. There remains much work to be done. Richard Wooles is by far one of the best coaches in the province if not the country. I thank and applaud him for his commitment to the sport, and his commitment to BC. That said, Richard should be coaching... Canada needs to have the best coaches coaching our most junior athletes... Cycling BC needs an ED that is a sport management professional that can support Richard as the lead technical expert in the province. (9) Richard Wooles - AWESOME	Bad leadership	15	(1) They have not in the past employed good leaders. (2) They forget to reply to emails. Send me my race upgrade in an untimely fashion. In the following year after promising to send it twice. Impose silly rules like allowing riders to carry upgrade points for two years only. (3) The association needs leadership as it is floundering badly. (4) did a great job of getting rid of Keith Ryan (5) The lack of strong leadership is obvious as to the organization seems to be floundering, this survey being an example. Is a poorly worded survey and does not offer the best response for answering. (6) change rules to appease certain people, not follow their own rules, make up rules as they go, not answer emails in a timely matter, bully, threaten and coerce its members, make up ridiculous rules. (7) CBCs unwillingness to manage the sport at all has us in a very poor state. (8) Historically BC Cycling has had an adversarial attitude which needs to be rectified and it seems like the process is underway. (9) Do not fire long term Executive Directors that you cannot get rid of. (10) leadership: quit the in-fighting shit. no one cares about your power struggle, we just like to ride. (11) Certain facets of CBC seem to exist as a personal fiefdom wherein the primary "raison d'être" would seem to be self-promotion at the expense of the membership in general. (12) Improving but there was a challenge getting replies and answers from the office. I believe the change in leadership will improve this. It was like a black hole. (13) Also, the kind of petty politics Cycling BC seems to love is embarrassing. Provide value, get the job done, or go away. Period. Don't try to exert influence and control through regulation. Provide value otherwise you will continue to be a despised, silly little irrelevant sideshow. Grow up and show some leadership. (14) Get a leader that isn't going to bully, coerce, and threaten its membership, and that is actually personable and has an open door policy.
Coach Education	Train coaches	1	Provide the connection for coaching and networking within coaching to give cycling coaches a connection with other sport coaching		1	(1) Provide programs for coaches to share and learn - provide a coaching newsletter, contact list.
Sponsorship	Good at raising money	3	(1) They do very well at raising funds and providing training for younger riders (2) A great job of bringing together corporate funding and developing coaching and race programs	Need more	1	(1) We need more sponsor money for more races !
BMX	Changes being made	3	(1) Since we first started 3 years ago, there has been a large change in what we see cycling bc do with respect to BMX (2) Cycling BC has improved drastically in offering services to all BMX programs in BC, last year the tracks that were not sanctioned by Cycling BC were refused any service. This turn around is very much appreciated.	No presence in some areas	7	(1) there is no Cycling BC presence on Vancouver island in the BMX discipline (2) It seems to keep interests and finances flourishing in all aspects except bmx, where it is allowing the races and money to go to the American Bicycling Association. Funny that. (3) This my son that is a member we are in aba as well but have hear great things about cycling bc. Wish there were more events on the island in the bmx area (4) Need a track in Nanaimo, 200 members there but no facility
	Youth development	1		CBC/ABA	5	(1) What I miss is the specific connection to the bmx community. Having been a member of ABA, I have a really difficult time trying to understand why there are 2 associations!! There is so much overlap, but yet I feel that ABA does a better job of representing bmx racing. (2) Unfortunately with 2 sanctions the politics make it hard for cycling bc staff to do their jobs and they have to cater to the ABA. Or as it is now called Canada bmx (3) Focus on finding a way to help existing ABA tracks switch sanctions and find a way to get funding to help start new tracks. (4) We need Cycling BC bmx tracks on Vancouver Island but some ABA members here (and in cycling bc bmx organization) have joined forces to prevent that happening. Getting on and off an Island to race is very expensive, so limited income families are disadvantaged by travel costs. (5) CBC can do a better job at representing all bmx riders in BC, regardless of their "primary" sanction. CBC should never act like it is threatened by any groups or sanctions that also represent bmx. CBC needs understand where it fits into the grand picture of the sport, and do that well. Collaboration with BMX CANADA/ABA should be high on the priority list of things to improve.
	Good programs	3	(1) In BMX Cycling BC is doing a good job promoting the sport through the clubs and by maintaining a low cost structure (2) The clubs run good races. Adam muys gives great support to the clubs for track building	Programs need improvement	5	(1) Cycling BC does a decent job of offering development programs in BMX. It is nice that the programs are there but the quality of them is not. (2) Train coaches and work on rider development. Get out of the BMX race organization business and subcontract it out. Then use the money saved to concentrate on coaches, training and development and build a program to strive for (3) better quality and respectability for the development programs in BMX, specifically making Team BC an elite program that is an honour to be selected for and providing training that actually assists the riders in improvement
Advocate	Advocates for BC with CC and UCI	4	(1) support cycling in Vancouver. (2) works hard at UCI rule enforcement (3) They need to continue to work with Cycling Canada and the UCI to ensure that BC is an important part of the cycling world.	Needs to improve advocacy	20	(1) Strangles the development of cycling in B.C. by over regulation. Stops the introduction of more cycle races in the province by failing to put a structure in place to allow clubs to put on events and link together skill sets. (2) Encourage more BC residents to be involved with Cycling BC. Show the residents the benefit to being a more cohesive group. (3) create greater exposure to the general public of all forms of cycling events and sports (4) Needs to represent bicycling as a sport, not just racing. (5) BC boasts the highest level of cycling participation in the country. CBC should therefore strive to become a leading voice, both nationally and internationally, on issues of interest to the cycling community at large. Would also be nice to get some high-profile pro-road-races hosted in the province. Could CBC take a role in exploring options for this? (6) We live in a beautiful Province with mountains all over the place, CBC should be more pro-active with programs for kids, schools and organization to promote the sport beyond racing. Clinics, events, programs, events related to cycling are needed to get more people into biking. CBC should be more than a racing body but a cycling promoter as well. (7) Greater involvement within municipalities to hold events with greater spectator participation/accessibilities (ie. Tour de Gastown) (8) Cycling BC needs to act on behalf of the clubs to ensure the Province and Municipalities support the sport of cycling in BC. This should go down to the neighbourhood school level. (9) Cycling BC should take a more active role in getting the province to approve the BC's Mountain Bike Trails Strategy, especially liability issues, which is a major hinderance in our ability to hold races on land in the Kootenays. (10) Trail advocacy (11) Being an advocate for our sport. This means reaching out to local governments (such as the City of Vancouver, who doesn't even know you exist) so that we can hold local events. It also means reaching out to sponsors. We used to get a lot of sponsor support for the BC Cup Series. What happened? (12) working with municipalities on venues for cycling, ensuring long term viability of the sport (no roads, no trails or high cost to organizers = no events)
	Represent and promotes Cycling to the broader community	16	(1) Take initiative to discover new ways to connect with the greater public (2) work with all other biking groups. good start is happening. Keep it up to move forward	Works in isolation	11	(1) Need to work with other cycling organizations to expand on training and experience to riders. (2) Cycling BC could benefit from finding a way to repair any previously burnt bridges with as many other BC based cycling groups/organizations as possible. Perhaps meeting and asking these organizations, "how can we work together? now we have a pretty fresh canvas." Perhaps there is nothing that can be done immediately but opening the dialogue for future discussions and having an opportunity to explain the current state of the nation. Don't forget to look at the last 3-5 years and identify all the good things Cycling BC has done. For example last 2012 BC Cup DH and CX were the best they've ever been since I started going. (3) Needs to regain the trust and confidence of the multiple local organizations (WORCA) for example. (4) collaborating with and/or unifying the many disparate cycling organizations. (4) CBC's obligation to the cycling community also extends beyond the competitive world. They should also be the central hub for all cycling bodies in the area in order to coordinate everyone's efforts (i.e. HUB, Pedal Heads, etc.) And, if they are already doing this they need to communicate that to their membership better. (5) Work past the past and work with Whistler on more events and programmes. Get involved with trail advocacy groups ie NSMBA FVMBBA etc (6) More involvement somehow with alternate organizations, Fondo, ABA BMX, etc. to allow more presence of Cycling BC as not only a governing body of cycling in the province but also a leader in the development of its ridership even if it isn't the governing body for those races.

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MTB DH	Good support of DH	4	(1)Excellent development of DH racing scene. (2) happy that the DH series has made a come back from where it seemed to be heading a few years ago. I think this is due to CBC possibly realizing that supporting (and somewhat promoting by having them on calender/website), grassroots races and other mini series is not a conflict of interest for them. Having said that, it would be nice to see the BC Cup races have a bit more emphasis or push to be touted as a there own "underworld" cup races kinda feel. But happy just in general with the direction of the DH scene (3) Volunteers and cycling BC staff have been warm and helpful. I believe you they are doing a good job. The SE(Stephen exley) events are a step above good. They're great! Well set up as all the BC cup events, just more going on.	Need better support of DH	5	(1) The hammerfest dh was a major loss. (2) Supporting DH athletes with financial backing (also CCA's responsibility) (3) Small things such as this winter during 4x there where supposed to be overall leader jerseys for the end of the series which we never got, small things like that. (4) Cycling BC needs to consider and seeding run for Cat 1 (Expert and Elite) Downhill Racers, as it is dangerous to have a slower rider in front of a faster rider and it will not the race worth while for either rider if there both the riders runs are not the best they can be.
Officials	Good governance of the sport	12	(1) Now that a chief commissaire has been appointed to sort out commissaire assignments for all road and track races, things have improved this year. Last year it was left to each organizer to find its commissaires and that requirement was poorly handled by CBC. (2) provides table framework for athletic competition with consistent rules and governance (3) Training of officials done well	Governance of sport needs to be improved	10	(1) Training of commissaire (especially cyclocross) (2) Technical oversight of clubs, teams and race organizers (3) encourage the training of race officials (4) Improve commissaire development (5) Improve race logistics (6) treating their commissaires better - paying them promptly etc (7) They need to improve in getting making sure they have people in their intended categories and making sure course Marshal's know how to do their job properly (8) need to provide ongoing, sequenced training/education for officials in road, track, bmx, mtn disciplines
Cyclocross	Good events	1		Needs more support	1	(1) I would like to see cycling BC put some resources into youth development of cyclocross. I understand how the carding system works and that cyclocross is not an olympic sport. But it is the largest growing racing cycling sport in the US and Canada is following in the same path as the us.
Cross Country MTB	Good	1	(1) They have good role models and are trying to improve the amount of younger riders taking part in xc racing	Needs improvement	10	(1) things get done, but the province lacks a vision for the growth of the sport. Who is truly being served? We should have the best mtb racing scene in the world and produce the best racers but we do not (save Catharine Pendrel and Steve Smith who were not part of Cyc BC programs). (2) Communication and support could be better as far as mountain biking is concerned. Need to offer more regional programs and clinics etc to promote cycling to a wider audience hence developing and growing riders of ability. (3) more xc races (4) I was super disappointed with the Cancellation of the the BC XCO and Sun Peaks XCO races - other than the island cup series (which is an expensive ferry ride away, and mostly held during the academic year) there is not a lot of XC racing in BC anymore. (5) Improve cross country exposure (6) don't know the relation to the UCI if cycling BC can't do a BC cup without sticking to the XCE, XCO, XCM etc... codes, but maybe XC would come back if we started an endurance series like what the MEC bikefest is doing with a race within a race, or the nimby 50 for example. I just don't see any interest in doing 4 laps of a tame 10km course
Facility support	Good support			Support needs improvement	5	(1) Cycling BC does well at supporting the tracks that are sanctioned by them but a lot of the services could be a lot better. (2) Needs to work with City officials to secure inexpensive access to race venues in parks and streets (3) Support the BVC as a venue for new and experienced riders (4) work with land owners to allow access and trail building
Geographic coverage	Good coverage	1	(1) DH: The races are all across BC, not just in the OK and the coast. Great calendar this year. I live in eastern BC yet I plan on attending 5 races without a 10 hour drive. Me happy.	Limited coverage	29	(1) Not a lot except cater to people in the lower mainland. (2) Seems to provide coaching for younger riders in greater Van area tho in my experience not to well in the interior. (3) Cycling BC needs to help the smaller communities around the Province. There is a lot of talent out there, Not just in the Lower mainland, We feel sometimes we are forgotten in the large scope of things. (4) They provide programs but they should provide more youth events in the Okanagan (and similikamern) so we aren't always driving to the lower mainland or Victoria (5) Providing balanced, province-wide representation of cycling in British Columbia. Much more information, focus and attention needs to be provided to areas outside of the Lower Mainland. Currently, the organization should really be identified as Cycling Vancouver. (6) develop a stronger and more inclusive grass roots program throughout the whole province inclusive of all cycling genres (7) To my knowledge there are no DH, XC, Road or any other BC Cycling sanctioned races or dev camps north of Kamloops (8) Cycling BC seems to be overly Vancouver centric. I know there is a huge population concentration in Vancouver and the services can be more effectively delivered there, but there are significant growth opportunities around the province. Although it makes sense to have directors by sport, there would be good value in having regional directors or representatives of some kind. Regional directors have been effective in other sports. (8) Provide courses outside to other parts of BC. (9) More regional races - there is not a single Cycling BC sanctioned race in the West Kootenays. I am in the 5th year of offering a Super D race in Rossland and may consider Cycling BC involvement if I could see a benefit. (10) Cycling BC needs improve both its profile, service delivery and programming in the north. Cycling BC is a lower-mainland centered organization. No surprise here and no offence intended. This is where the majority of BC population lives and where the weather is more conducive to riding. I know as an organization you need to focus your efforts where you will get most return for your investment and thus it makes sense to concentrate on the lower mainland. However, for those of us who have just put away our snow shovels and climbed onto our bikes up here in the north, I would like to see more sponsorship and involvement of Cycling BC in local race schedules and in our local schools. The BC high school championships allow kids from places like Hazelton to compete as does the BC Summer games. Cycling BC would do well to approach clubs like TORCA and Smithers MBA to organize a series of races/events in the north.
Coaching	Done well	1			2	(1) The accessibility of coaching staff to its members (2) My view of the association is being treated with disrespect, there's no acknowledgement and despite years of bringing many people to the sport, running events, clinics, I have the impression of having no value to the association.
Women	Doing well at getting women into cycling			Not doing well at getting women into cycling	7	(1) Opportunities for women to participate in road race events. It's clear that women are riding bikes look at any Gran Fondo or triathlon event. What is wrong with road cycling that it cannot attract women? The licensing system is expensive and confusing compared with how easy it is to sign up for a triathlon or a Gran Fondo. This discourages women from participating because they are not given the help they need to navigate through the system. The size of the Cat 4 group has grown slightly in 2013 but it's primarily due to the youth. While it's absolutely wonderful to see girls out there racing, you are missing out on attracting the women in their 20s, 30s and 40s who could make up the core of your female membership. (2) more help for women getting into the sport. I find it intimidating and difficult. (3) Needs to grow women's racing, particularly at the grassroots level in order to field women's only races in Cat. 4 and novice. Provide more opportunities for development and support for those moving from another high-performance sport. Need to improve visibility and change the perception around women's racing (seen as dangerous and alternative)... (4) Equality for male and female prizes
Governance	Done well			Needs improvement	15	(1) Quality and transparency of governance. Development and implementation of technical policies that encourage growth of the sport (2) Encourage more participation from the membership in various sub-committees (3) Board members for specific disciplines need to communicate more with members of the discipline. (4) As a provincial organization it's time to get back to oversight and governance, specifically placing the emphasis on "clubs" to hold races. 10+ years ago each club was required to hold a sanctioned race, we don't do this anymore. Anyone can start their own club but there is no giving back. CBC needs to police this and provide guidance / direction on how to give back and be positive (5) the way elections are held. (6) Being accountable (7) Handling of financial matters, ethics and accountability (7) Transparency (8) Transparency - there has been much infighting among the board of Cycling BC in my understanding. If this is a fresh start, we need to understand exactly what direction the organization is heading and why. (9) The AGM being held every couple of years out of the GTA area is not sufficient. Vancouver Island, and the Okanagan both have just as many active cyclists (road) that are forced to choose between a long day of travel/AGM meeting and the date falling so near to the holiday season. (10) responding to emails in a timely matter; following their own rules, consistency, accountability, open mindedness when it comes encompassing all BC cyclists, fairness, customer service. (11) perception of board infighting. (12) Stability in it's own organization. Too many "political" issues (12) the relatively recent announcements of key staff stepping down etc. makes me wonder of the future stability/ existence of the organization.

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Volunteers	Good support			Need better support and training for volunteers	4	(1) Focus on encouraging volunteerism that will sustain growth of the sport. Inclusion and training of the technical volunteers that make the sport happen (2) Cycling BC has access to a number of members who have the background, skills and desire to help and/or participate in a number of various ways. CBC continually ignores these people (for reasons unknown to me) even though they have offered their voluntary services. (3) Cycling BC needs to embrace racers' safety by providing traffic marshal courses to volunteers of event organizers. The way has been paved by the Minister of Transport and Worksafe BC, but Cycling BC and most Municipalities don't recognize the approved syllabus. (4) Have a volunteer pool available to support clubs in hosting events
Anti-doping	Good programs			Need better programs	2	(1) Providing much more visible, effective and consistent advocacy concerning performance enhancing drugs in cycling, both at the local level - with strong messaging as part of all youth development and racing events - and particularly at the national and international level with CCC and the UCI. (2) Lobby cycle Canada and uci to increase testing and sanctions.
Track	Good support			Needs better support	2	(1) Partly Cycling BC, partly track administrators/race organizers: There needs to be more race events held for track within BC. Helping find corporate sponsorship for events helps bring higher caliber riders out who would otherwise stay home and train, or race the road. Another thing involves Victoria - from a Burnaby riders perspective. Andre did a fantastic job hosting events in the summer. Fun, efficient, organized. Great times, cheap racing. Provincial champs rolls by and it was instantly a shit show of dis organized officials and commissaires, commissaires enforcing rules they dont actually know anything about. The local GVVA volunteers were great. Cycling BC's officials bungled it up. I also think the scheduling for provincial champs needs to be at least 3 weeks earlier. How are you supposed to go have a tune up race before nationals to test yourself out if its less than a week before? It also makes it financially tough for most riders and parents.
Masters				Needs better support	7	(1) it would be great to have a more competitive masters program including training and race specific. We seem to be thrown out to pasture or mixed with the babies. (2) The sport has sparked the interest of people at so many levels. In particular the masters level has seen a huge growth in interest in the past 5 to 10 years and I do not see that changing. These are people who want to get involved and participate. They should not be forgotten about at events.....which seems to often be the case. Provide reason to keep this group engaged and the other sectors of cycling will reap the benefits. (3) They need o help out clubs to get more sanctioned races. Look at the BC Masters racing they have about 15-20 race per year. They work with all the local cycling clubs in each community they hold events at. They charge a nominal fee per event so most people can afford them.
Provincial Championships				Should be a focus	3	(1) Hosting a truly great provincial championship for every discipline. A marquis event like the Test of Metal that would attract riders.