

Bike to the Future *Strategic Planning Meeting* minutes

December 9th, 2008 -- Manitoba Eco-Centre -- 5:30 pm to 7:00 pm

Present: Dave Elmore, Curt Hull, Liz Erickson, Ron Brown, David Weiser, Jeremy Hull, Rob Cosco, Jackie Avent, Mark Cohoe, Kevin Miller

Regrets: Karin Kliever, Cory Bellhouse, Holly Poklitar, Janice Lukes, Anders Swanson

The meeting began at 5:30 pm with food and snacks.

Mark gave a City Hall update from the day's Executive Policy Committee meeting. The questions that came up from the councillors were mostly about winter and whether it's worth doing AT in winter. They don't seem to understand that expansion of roadways is not the answer. There is sense that they won't give us the full 6 million suggested by the Standing Policy Committee on Public Works and Infrastructure.

Appendix A, developed by Jeremy Hull, lists the various categories of work that Bike to the Future does. It's an impressive list and was referred to several times throughout the discussions below.

Appendix B is a list of Bike to the Future accomplishments over the last year. It is also an impressive list that was also referred to several times throughout discussions. Appendix B is at http://biketothefuture.org/attachments/0000/0859/btft_accomplishments2008_2008-12-31_summary.pdf.

From these lists of work and activities we had a discussion about what we would like to keep doing, what more do we want to be doing, and what are we ready to let go of.

- Broad goals: we'll continue to foster community, increase cycling and work on equitable treatment for cycling in budgets at city and province, we'll continue to develop Bicycle networks in Winnipeg.
- Kevin can't see that we wasted our time on anything – in fact upon review of our Strategic Plan from March, we are well on track with what we said we would do. This demonstrates that these planning and focusing sessions are not a waste of time.
- Everything on the list is worthwhile and we'll do it again, but the question is one of capacity – how can we keep doing what we are doing without burning ourselves out?
- Our main source of revenue last year was the bag donation of \$2400 from MEC – perhaps we should apply again? **Jackie will look into the possibility of this.**
- There are lots of good activities, but looking at the list and where to go from here.
- Curt suggests we should look at two broad objectives which other things fit with, or not. These are:
 - 5% solution – get it entrenched --- lobby for infrastructure and visible difference for the on road visibility
 - Legitimacy that comes from education – police, MPI, etc. There is an assumption that everyone on a bike has a driver's licence. There's an obligation that the people who are on the roadways know what their rights and responsibilities are ... we need to hold their feet to the fire.
 - Hold them to our right to 5% and lobby for publicly funded training for cyclists.
 - What are our obligations to our members? And what is the biggest bang for our buck?
- Some of the things that we do fit with the specific targets.
- Do we want to continue to use the 5% figure? 5% may not be realistic. It's the highways and transportation budget that we are talking about specifically. We should revisit the discussion around the 5% number.
- Is what we need to be doing more of what we are doing (i.e. education, events, etc.) or advocating more?
 - Part of the advocacy role is to get people (our members) involved and advocating
 - Advocacy vs. events
- Ron Brown mentioned that BttF has made a leap is in it's awareness specifically surrounding advocacy/education
 - Each accomplishment has served to make many people aware of what BttF is and of the issues around the importance of increasing funding for Active Transportation infrastructure.
 - We don't want to lose media – AT has become a year round issue – thanks to media in part, and they're keeping the story moving.
- There is a major concern around limited volunteer capacity
- If we continue to take \$10 000 for Bike to Work Day and expect that that's all it's going to take to make it happen, we won't see it succeed on an ongoing basis.
- Going the route of paid staff is the way that makes sense.
 - First priority is to substitute the volunteer capacity
 - If we want to have BTWD again, we need to find new people – new volunteers to replace us.

- **Action item: As volunteers, we need to start trying to find people to replace themselves in volunteer activities next year – these include Directors, BTWD and forum volunteers, etc...; identify people who can do new and other things.**
 - This is part of continuity and organizational stability.
- Vancouver, up until last year, only had 300 members – they've had a constant struggle for membership, so we are doing very well.
- We discussed taking submissions to be volunteer project managers – use as a learning experience and career experience.
 - We can use the plea of:
 - Thanks for becoming a member, now we want you to be part of the team – help us coordinate!*
- Having people identify their strengths makes people step into roles they are comfortable with or areas they want to learn from.
- We need to not burn out who we are.
- Having people come in below us – as delegators we can enjoy the event and can stay on our toes and bring in new people for succession.
- New people = fresh ideas, kooky ideas, etc...
- There was a suggestion to foster the developments of Bicycle User Groups – at workplaces to help feed information to them. **Suggestion that David Wieser and Jessie Klassen from RCM discuss this and possibly work together.**
- We have people on committees that can move up, but we don't have people moving into the committees. We have to engage them and foster their more continued involvement.
- All things we do generate contact with members and potential members, and we need to use the opportunity to invite people in
- Can chairs of each committee draw new people into those committees?
 - Say director of each committee need to bring in new people
- **Action item: Jackie will do some research on succession planning**
 - Ron Brown will help with this.
 - Curt and Jackie will draft potential job descriptions for BTWD and fall forum volunteers, as well as directors and committee participants (including communication's specialist and marketing professional and professional fundraising individual).
 - We could recruit through the universities for volunteers
 - Graduate students – relevant research.

After this discussion we had a conversation of what we see as our major goals for the next year.

- Focus on 5% and education
- Curt suggested that we might want to consider licences for cyclists as part of the education component.
 - That is what education looks like.
 - Success = licence
 - We're willing to take on responsibilities for this
 - Voluntary licences
 - Education for cyclists
 - Licence word scares people
 - Certified cyclist
 - Licenced cycling instructor
 - See it available at a provincial level so that we can have licensing
 - Create space for debate about licensing
 - **Goal for next year** – to hold a discussion 'jam' about licensing and helmet legislation
 - Education down as a major factor – MPI on board gets us legitimized and having city and provincial recognition
 - Goal for Ron Brown = have Can-Bike training

We then discussed how we see ourselves structured to accomplish these goals:

Currently we have at a Director Level:

- Co-Chairs (2)
- Provincial Committee. We acknowledged that the new Manitoba AT advisory group may change the focus of this committee a bit.
- City Committee

- Membership Committee. Crucial to work with the Bike Shops. Over the last year we haven't accomplished much with Bike Shop Liaison, but agree that this should be under the umbrella of the Membership Director. Rob will contact Jon Benson, our current Bike Shop Liaison to discuss this.
- Safety & Education Committee. This committee continues to work constructively, but will have to decide what direction to go in over the next year.
- Secretary
- Treasurer
- Directors at Large (4)

We discussed the current, past and potential other roles or committees we could entertain:

- **Website & Communications**
 - This committee did the job set out initially – they designed the website (very well) and now Kevin maintains it
 - We need technical support
 - Website tech expertise resides with Ken Gerrard. Database tech expertise with Bill Spornitz. Ben was previously the liaison with Ken and Bill. Can we put out a job description for website technical support apprentice? **Jackie will send an e-mail to Ken and Bill regarding succession planning. Confirm that they're still happy to provide tech support, and mention that we're hoping to develop succession. We're letting them know that we're going to send out an e-mail to membership to find people to assist with website and database stuff – for the succession planning aspect.**
- **Communications**
 - We don't really have anyone to do media releases
 - A solution could be to do a template
 - Kevin and Jackie are media faces in light of not having a staff member
 - We'd be responsible for answering to the press release and can send it out for the time being.
 - **Post our need to membership for a communication's specialist.**
 - We could also put the call out for a marketing professional group to help out.
- **Events & Fundraising**
 - Events needs a committee. The chance to recruit is vital as part of events planning. Lop off fundraising.
 - If Liz is taking on Treasurer, and we get project management apprentices, then Curt can possibly take on the Events Committee role
 - Events will be the largest influx of people to be involved, so will have to work closely with the Membership Committee and potentially the Volunteer Coordinator.
- **There is a real need for a Volunteer Coordinator**
 - This will be under membership, but will not be a function of the Membership Committee, but rather a referral service to events and other need for volunteers.
- **We need a fundraiser or Fundraising Committee**
 - Someone who can solicit someone to do a 'friends of Bike to the Future campaign'.
 - Someone who is well connected, dedicated to the cause, and who can ask for money from individuals or committees on our behalf.
 - Someone to be recruited to walk in and fundraise on BttF's behalf.
 - We need to find someone in our membership base to go in and ask for money on our behalf... who is that person? This is another potential job description to develop.

We also discussed hiring a staff member. We will bring this as a priority item for the January Monthly meeting.

- They would be responsible for:
 - looking at money and how it flows
 - website updates
 - media promotion and relations (like what Ron Brown's role at MCA is)
 - volunteer coordination

The meeting was adjourned with the acknowledgement that we will have to do another Strategic Planning session around specific events in the New Year.

Appendix A

1. Organizational Functions

Hold board and committee meetings

Keep records - financial, minutes, governance documents, etc.

Recruit members

Manage resources: volunteers, money, property

Raise money for projects

Develop promotional materials (e.g. brochures)

Maintain a web site

Communicate with members

Report to members

Respond to inquiries and requests

2. Advocacy

Publicize issues in the media

Lobby city and provincial politicians

Form/participate in coalitions

Mobilize membership on specific issues

Network with other organizations

3. Participation in Planning and Decision Making

Participate in ATAC and other committees

Provide input on specific infrastructure projects (e.g. Fort Garry bridge, Pembina overpass, etc.)

Participate in meetings with various government agencies, engineers, etc.

4. Public Services

Promote & deliver cyclist education programs

Provide practical information and resources to cyclists

Promote and participate in educational and other events

Provide resource people to other groups

Create a cyclists map

5. Organizing Events

Organize an annual forum

Organize Bike to Work Day

6. Publications and Research

Research best practices, cost of infrastructure, etc.

Conduct bike counts and other surveys

Prepare reports, analyses

Publicize and distribute reports and other information

Appendix B

Bike to the Future's Accomplishments in 2008

Fostering Winnipeg's Cycling Community

- Helped heighten interest of Cycling issues in Winnipeg
- We now have over 600 members
- Two successful forums have brought Winnipeg cyclists together to discuss issues
- Developed a new resource for Winnipeg cycling advocacy at www.biketothefuture.org
- Developed partnerships with like minded groups throughout the city: the Manitoba Cycling Association, Winnipeg Trails Association, Manitoba Public Insurance, Resource Conservation Manitoba, Physical Activity Coalition of Manitoba, Manitoba Medical Association
- Hosted the Bike Shorts Film Festival, produced *Bike to the Future / Share The Road* T-shirts.

Reaching out to Increase the Number of Cyclists on Winnipeg Streets

- Acted as a Key Organizer for Bike to Work Day
 - 2,440 cyclists registered as participants, and 432 of those participants were first time commuters
- Developed Safety & Education Courses to help improve cyclist road skills

Getting Equitable Treatment and Funding for Cycling Facilities and Projects

- Lobbying the City of Winnipeg
 - Winnipeg's Capital Budget for Pedestrian and Cycling facilities has risen from \$200,000 per year in 2006 to \$2,350,000 in 2008, including \$600,000 dedicated to Active Transportation Corridors
 - Successfully lobbied to improve bike parking requirements in the city's zoning by-law
- Lobbying the Province of Manitoba
 - Meetings with the provincial Ministers for
 - Intergovernmental Affairs
 - Health Living
 - Infrastructure
 - 2008 Provincial Budget Submission: a 44 page report with 16 key recommendations backed by scientific reports and cycling policies from jurisdictions across North America
 - Followed up with a Caucus meeting to press for our recommendations

Developing a Comprehensive Network of Bikeways throughout the City

- The Active Transportation Advisory Committee (ATAC)
 - Helped to successfully lobby for the creation of an ATAC and AT Coordinator
 - Helped Develop Initial Cycling Routes Map through the ATAC, and partnered with the City to produce a new Winnipeg cycling map that will be launched on Earth day in April 2009.
 - Cyclist input through Bike to the Future and neighbourhood stewardship groups has had a strong influence on the routes selected in this initial AT map
 - Helped prioritize routes to be implemented in the 2008 capital budget
- Provided Project Advice on
 - North East Pioneers Greenway (see our proposal for a link to The Forks)
 - WinSmart
 - Bishop Grandin Greenway
 - Disraeli Bridge (where we lobbied successfully for a separate pedestrian/bike bridge)
 - Fort Garry Bridge