

COMMIT CONNECT TO THE



GoByBikeBC

BIKE IT. YOU'LL LOVE IT.

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GoByBikeBC

BIKE IT. YOU'LL LOVE IT.



Letter from Board Chair and Executive Director

For more than a decade, GoByBike BC has positioned itself as a provincial leader in cycling across British Columbia. As we approach 2022, GoByBike BC is excited to launch a new five year strategic plan that will transform cycling across the province. GoByBike BC will continue to create innovative opportunities through cycling programs, services and events that will create positive impact and inspire behaviour change. At the time we write this, we are all grappling with the effects of climate change, a global pandemic, resource scarcity, and record high green house gas emissions. Now is the time to act and make a difference for our future. We call upon individuals, businesses, governments and communities at large to Commit to Cycle, Connect with Community and Ride for Change.

Together, we can make a difference and promote sustainability through cycling. GoByBike BC remains steadfast in our commitment to protect the environment by reducing green house gas emissions, improving air quality, decreasing the need for more roadways, and increasing the sharing of public spaces, all by riding a bike. As a leading provincial organization in cycling for British Columbia, we will strive to double cycling trips cycling by 2030. In order to make a more significant environmental impact, we are excited to expand programming through a combination of both virtual and community-based cycling programs that will inspire more people to participate in biking. We will give community members the tools and supports required to continue their journey as cyclists. Whether you ride for recreation, ride to get around your community, or ride to commute, our mission is to inspire everyone to GoByBike.

GoByBike BC is an essential, vital organization in communities, our province and our country. Our programs bring people together through the power of cycling. By 2030, GBBBC aims to be the recognized provincial and national voice in cycling. As an organization, we have a responsibility to create behavioural change, not only by encouraging cycling, but by helping people who are new to cycling feel more confident and safer on their bikes. Quite simply, we want to increase active transportation participation by doubling the number of people in BC who use their bikes as a preferred method of transportation by 2030.

Moving forward, GBBBC is committed to working collaboratively with diverse community groups and engaging in societal conversations about equitable mobility and inclusion. GBBBC will engage with communities that have been marginalized in cycling in order to better understand the barriers that prevent individuals from cycling on a regular basis. Together, we will work to overcome barriers and offer programming that attempts to increase cycling as an everyday mode of travel. GBBBC is committed to working equitably in community, and is currently participating in mobility equity training with the Canadian Urban Institute along with other key institutional and community based partners. There is so much potential and opportunity that lies ahead for GoByBike BC. We are excited to be part of the change as we grow together towards a more sustainable and healthy future through cycling.

As we build upon our new and improved strategic direction, we look forward to working with the provincial community to help promote health, economic and climate benefits of cycling while achieving the goals set out in this plan. We aspire to build on our successes and continue to deliver on our organizational mission - to inspire everyone to GoByBike.



Katie Macpherson
EXECUTIVE DIRECTOR, GBBBC



Marsh Stevens
BOARD PRESIDENT, GBBBC

HISTORY

GoByBike envisions a future where cycling is the preferred method of transport. In order to increase cycling access and participation in communities, we need to understand the history of the organization. Since 2011, GoByBike BC has engaged, organized, implemented, and coordinated annual cycling events for communities across the province. Our annual biking events have grown tremendously since our inception. Our encouragement campaigns have reached a total of 81 communities and more than 500,000 participants. Building on our impressive history as (Bike to Work Society), and due to increased event interest and participation, the organization rebranded itself to include more riders, in more communities, more often. In 2008, GoByBike BC was born. The organization recognized its role as a provincial leader in promoting cycling and strived to do more. GBBBC's goal was no longer just promoting cycling to work, but it's goal was to promote cycling as a way of life. Today, GBBBC continues to motivate individuals, community groups, and businesses alike to choose the bicycle as the preferred method of transportation.

GoByBike BC, formally Bike to Work BC, is known for its popular Bike to Work Week events. Bike to Work Week established itself as a loved and respected provincial program. In 1996, the event was created through the vision of a group of committed volunteers in Victoria, BC with an initial participation rate of 500 riders. Bike To Work Week quickly became a well-recognized and well-liked community event among British Columbians. By 2010, more than 14,000 cyclists in 18 communities across the province of British Columbia participated. This strong participation rate and exponential growth not only demonstrated community interest but also illustrated the need for a province-wide program that would encourage people to take action, increase participation in more communities and discover the benefits of active transportation through cycling on a provincial scale.

The enthusiasm, commitment and dedication of the volunteer organizers, workplace teams and individual participants has continued to grow substantially every year since its inception. Now more than ever, we have a responsibility to do what we can for the climate, contribute to a cleaner more sustainable future, and encourage more people in our province to GoByBike.



NEW YEAR, NEW VISION, NEW MISSION.

GoByBike BC is a provincial non-profit society that promotes active transportation through bicycle use for everyday transportation across the province of British Columbia. We believe that regular bicycling can improve both physical and mental health and help to reduce our environmental impact on the planet.

GBBBC's Board of Directors would like to thank its provincial partners, communities, industry partners, funders, volunteers, stakeholders and the public at large who contributed to the development of this plan. We believe that your participation and passion have significantly informed and enhanced our strategies, objectives and initiatives that are reflected in this document.

MISSION:

Our mission is to inspire everyone to GoByBike.

VISION:

A future where everyone has the opportunity to experience the joy of cycling - for work, for play, for well-being, for the planet.

COMMUNITY CALL TO ACTION

Our 2022-2027 strategic plan examines our 4 main pillars through our RIDE strategy and creates a strong foundation for the future. First, we will begin with our call to action from the community.

Call to Action – Commit to Cycle, Connect to Community and Ride for Change.

COMMIT TO CYCLE

We call upon our provincial community to take action and make a commitment to cycling. For more than a decade, GBBBC has encouraged people to try GoingByBike during our annual events. GBBBC has discovered that once community members participate in our events, they often experience how enjoyable and fun it is to cycle, which eventually leads to behaviour change.

The following research provides evidence that modal shifts start with a commitment to cycle (after barriers are removed):

“Soliciting commitment is critically important in moving people from intention to action. Foot-in-the-door strategies, requiring a small initial commitment, have proven successful at encouraging new and occasional cyclists to “give it a try” (Bowles et al., 2006, Rose, 2007, Stokell, 2010).

When “weather and darkness” were noted as top barriers to cycling through our event survey feedback, we started organizing Fall GoByBike Weeks to educate people about cycling gear that facilitates safer and more comfortable biking in colder weather temperatures. This educational initiative motivated so many people to continue using their bikes in adverse weather conditions and they discovered how enjoyable it is to bike in the Fall weather (and for some keen cyclists, winter riding as well) and now do it regularly!

“This event definitely got me back into cycling. I used to cycle everywhere, but stopped once I got my driver’s license. Now, at 53, I am riding again and loving it! Feeling better about my health, my reduced impact on the environment, and having fun every time I ride.” – NM, Participant, GoByBike, Greater Victoria

By opting for bikes, we can play our part in reducing greenhouse gas emissions from shorter distance vehicle use and work together to slow and mitigate the effects of climate change. Swapping out cars for bicycles is a simple and convenient way to reduce transport carbon dioxide emissions, reduce noise and congestion and conserve valuable green space. We, at GoByBike, have a responsibility to act now, and proactively encourage people to choose biking to reduce air pollutants and mitigate climate change.

To slow climate change, YOU can do your part by using a pollution-free mode of transportation. Biking is an enjoyable beneficial way to reduce the need for cars and use of fossil fuels. GoByBike BC recognizes the urgency around climate change and strives to encourage and support more British Columbians in their decision to bike rather

than drive. GoByBike BC is committed to recruiting more riders from more communities to increase participation, inclusion and accessibility for all communities across the province.

In our efforts to slow climate change GoByBike BC has:

- Encouraged more than 500,000 riders to participate in GoByBike weeks and engaged more than 78,500 organizations in British Columbia.
- Reduced more than 3.2 Million Kilograms of greenhouse gas emissions; which is comparable to driving a motorized vehicle around the circumference of the earth 372 times (almost every day of the year).
- Engaged more than 78,500 organizational teams across British Columbia
- Grown the number of events from one annual encouragement campaign/event to three campaigns/events, which includes a newly launched winter cycling event/campaign
- Recruited new team members and strategically engaged with industry partners, stakeholders, environmental groups and the community at large to learn how we can improve as an organization
- Launched a bold new five year strategic plan with the goal to inspire everyone in BC to do their part and GoByBike

With all that we've accomplished, we are excited to launch our current five year strategic plan and dream even bigger about our future as an organization – and the future of cyclists in this province.



CONNECT TO COMMUNITY

Our second call to action involves connecting to community. Community is the essence of the organization and is at the centre of our strategic plan. GoByBike BC is committed to promoting accessible cycling for everyone, regardless of age, ability, ethnicity, socio-economic status or gender expression. The organization will develop and expand program offerings, encouragement campaigns and resources to encourage participant growth and engagement across the province. We are passionate about the environment, about removing barriers to active transportation, and about promoting rider safety. Most importantly, we are passionate about increasing accessibility for all people, no matter what their ridership skills or abilities.

We look forward to ensuring that cycling is accessible, safe and convenient for all people of all ages and abilities no matter where they live.

GBBBC will work with Government, Industry Partners, Nonprofit Organizations, Indigenous populations, Equity seeking groups, LGBTQ+ community groups, stakeholders and the public at large to make a more sustainable and equitable British Columbia through the power of cycling.

Together, we can connect to community by strengthening our relationships, promote inclusive community engagement and meet people where they are.

GoByBike BC fosters a culture where diverse perspectives and voices are shared and heard. We are proud to partner with a network of community-led cycling groups, marginalized groups, individuals, industry partners, environmental groups and businesses which are rooted in local communities.

Our partners offer a high standard of cycling services and through collaboration, we can work together to support communities to either rediscover cycling or to start riding for the first time.

We work with communities to forge connections where people of all backgrounds use bicycles to stay healthy and connected as we aim to create safer spaces for all cyclists.

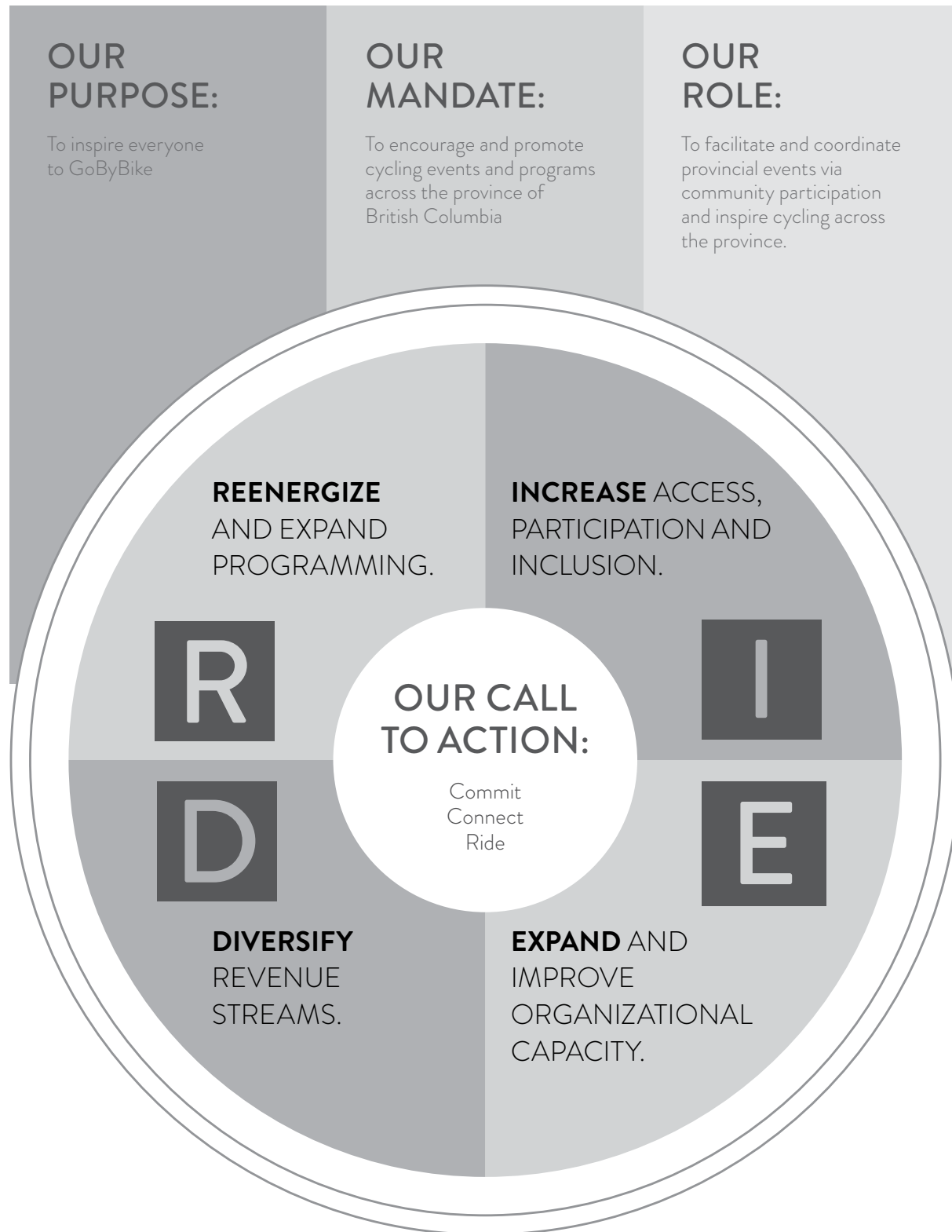
GBBBC works to create healthier and vibrant communities through our annual community engagement events. We see cycling as a way to improve social connection and can contribute to an improved quality of life.

Community is what has made GoByBike what it is today. Over time, many community members have helped us grow and expand and we are now positioned to serve the community in even more ways. Our goal is to create a healthy, sustainable British Columbia and work with the community, to double the number of event and program participants by 2030. Annually, the organization conducts research on the barriers to cycling across various communities to better understand the challenges and needs in the communities we serve.

According to our most recent findings in 2021, the top barrier to cycling was the inability to transport belongings, taking precedence over the former year's barriers to cycling which included "weather and darkness" as the top indicator of why people chose not to cycle as a mode of transport. When "weather and darkness" was noted as the top barrier to cycling in our data, we designed a Fall GoByBike Week to educate people about cycling gear that helps to make seasonal cycling accessible safe and comfortable. By encouraging people to bike in the fall, we saw an increase in participation and people realized how enjoyable biking can be in different seasons. This demonstrates that our educational programs designed to address the barriers to cycling are successful as our surveys illustrate that folks are feeling more comfortable on their bikes, with the appropriate training and gear to adapt to riding in different climates.

Together, we will work towards a more seasonal, inclusive and diverse cycling community with a goal to promote equal opportunities for everyone to GoByBike.

STRATEGIC FOCUS WHEEL



RIDE FOR CHANGE

COVID-19 forced the world to reconsider the way in which we travel. We have changed how we exercise, how we take care of ourselves, how we gather, how we build community, and even how we feel safe. During summer 2019 and 2020, provincial and regional parks experienced marked increases in the number of people using the parks. For some destination trails, they also experienced the same marked increases.

As we ride into the future, GoByBike BC is at the forefront of change. The organization is setting important goals through the development of our new 5 year strategic plan. Our expanded program offerings aim to improve individual health and enhance the livability of our communities by helping people gain access to bicycle knowledge, education, training, and more.

Biking is a lower cost means of transport and for those who do not work at home, our initiative provides an opportunity for people to use their bicycle and reduce the risk of contracting or transmitting COVID-19. For many, biking provides an opportunity to exercise and gain some mental clarity.

People are more open to going by bike than ever before. Research conducted by the National Academy of Sciences of the United States of America in 2021 illustrated that active travel makes people healthier and creates a wider range of additional social and environmental benefits.

Like the province, GBBBC supports encouraging people to engage in behaviour change and use a bicycle as a transportation alternative.

British Columbia has experienced one of the most severe fire seasons on record, and for many, climate change has become a climate emergency. More residents of British Columbia are looking for ways to reduce greenhouse gas emissions tangibly and sustainably.

When these factors combine, it is evident that GoByBike BC's services and supports are needed more than ever before. As we ride into the future GBBBC is positioned to

- Ride for change towards inclusivity and reciprocity
- Ride for change towards a more healthy future
- Ride for change towards a more sustainable and environmental British Columbia

OUR PURPOSE:

To inspire everyone to GoByBike

OUR MANDATE:

To encourage and promote cycling events and programs across the province of British Columbia

OUR ROLE:

To facilitate and coordinate provincial events via community participation and inspire cycling across the province.

We will work with our partners to encourage integrated, inclusive and sustainable ways to cycle through the delivery of programming, events and services.

STRATEGY

R

REENERGE AND EXPAND PROGRAMMING.

I

INCREASE ACCESS, PARTICIPATION AND INCLUSION.

D

DIVERSIFY REVENUE STREAMS.

E

EXPAND AND IMPROVE ORGANIZATIONAL CAPACITY.





DELIVERING THE PLAN: FOUR STRATEGIC KEY PILLARS

As a leading provincial cycling organization in Canada, GoByBike BC is well positioned to promote and encourage cycling programs, events and services across the province. We can extend our reach to even more cyclists and communities through our Four Strategic Pillars.

Our bold new five year strategic plan from 2022-2027 will inspire us to...

- R** **REENERGIZE** AND EXPAND PROGRAMMING.
- I** **INCREASE** ACCESS, PARTICIPATION AND INCLUSION.
- D** **DIVERSIFY** REVENUE STREAMS.
- E** **EXPAND** AND IMPROVE ORGANIZATIONAL CAPACITY.

Strategic Objective #1:



REENERGEIZE AND EXPAND PROGRAMMING.

- We will develop and implement program offerings that aim to increase participation and accessibility and increase visibility and awareness.
- Develop equitable cycling opportunities and drive flow of new program participants
- Collaborate with other cycling organizations to deliver innovative educational programming and reduce delivery costs
- Performance Indicators: number of new program participants, number of new program participants from marginalized groups, number of strategic partnerships
- By 2027, top 5 ranking in cycling organizations across Canada

Strategic Objective #2:



INCREASE ACCESS, PARTICIPATION AND INCLUSION.

- GoByBike BC will deeply engage with communities across the province to increase participation through our programs and events, create new opportunities for engagement and inclusion and advocate environmental change; all through cycling
- In order to meet these community objectives, we need to build a strong community of support. To grow and diversify our reach, we welcome newcomers to cycling and will be rolling out new programming to ensure safe, accessible riding, for adults and youth alike.
- The society must continue to inspire people to cycle in the communities we serve. To do this, we can expand on our current operations that aim to engage cyclists through:
 - Delivering Year-Round Annual Encouragement Campaigns
 - Delivering educational programs and initiatives that inspire confidence and promote safety
 - Research barriers in communities and employ strategies to overcome barriers
- Increase funding and support for participating communities
- Performance Indicators: Number of annual participants, number of newcomers to cycling, number of adaptive mobility participants, number of program participants, increased funding sources, and number of project partners working in marginalized communities
- By 2027 increase ridership, engagement, and diversity and engage minimum 100,000 participants per year

Strategic Objective #3:

**DIVERSIFY** REVENUE STREAMS.

- Strengthen existing relationships with funders and identify prospective donors
- Pursue charitable status and implement revenue generators
- Create an annual fund to be utilized for promotion and strengthening of community participation and increase credibility
- Increase marketing and communications, and refresh sponsorship packages
- Performance indicators: number of new donors to organization, number of new funders, and number of alternative revenue sources
- By 2027 generating \$250,000 in additional revenue/ year towards expanded programs

Strategic Objective #4:

**EXPAND** AND IMPROVE
ORGANIZATIONAL CAPACITY.

- Enable charitable giving and contributions
- Improve organizational sustainability
- Improve internal and external communications
- Strategic planning, organizational planning, accountability, system efficiency
- Leadership development, board development, succession planning, program design and development, outcomes measurement, program analysis and evaluation
- Performance indicators: input/output rate, proportion of grants utilized to directly support capacity building efforts, systems efficiency and performance, number of new and emerging technologies, and number of board development opportunities
- By 2027 GBBBC will be a recognized provincial leader in cycling and a credible voice in cycling on a national scale

KEY PERFORMANCE INDICATORS

RE-ENERGIZE AND EXPAND PROGRAMMING				
Action	Year 1	Year 2	Year 3	Success Indicator
Develop and Implement GBBBC program offerings	Identify 3 collaborative opportunities with other leading and diverse cycling organizations across the province to pilot, co-develop and expand programming. HUB BCCC Indigenous communities World E-Bike Festival Bicycle Film Festival	Add education programming through collaborations with key cycling partner organizations (e-bike and safety) and BCCC Research societal, economic and psychological barriers to cycling	Develop equitable access for cycling launch including riding for reconciliation program	Actively delivering educational programs, that increase participation, access and raise awareness
Reenergize our core event participation	Expanding current offerings to further engage communities and engagement Renew visual identity and branding to improve engagement and participation	Implement a rural development fund to activate our current rural and remote communities	Continue to build	Number of registrants, increased participants and increased donations
Engage and expand into new communities	Add 3 new communities per year	Add 3 new communities per year	Add 3 new communities per year	By year 5, aim to include more than 60 participating communities.

INCREASE ACCESS, PARTICIPATION AND INCLUSION					
Action	Year 1	Year 2	Year 3	Success Indicator	Resources
Increase access to participation for marginalized communities	Research barriers of marginalized unities. Establish advisory committee Learn about DEI to build knowledge and awareness and messaging	Determine pathways to remove barriers and conduct pilot projects	Expand on successful pilots	We are working with 3 key partnerships in marginalized communities	Federal support options

INCREASE ACCESS, PARTICIPATION AND INCLUSION

Action	Year 1	Year 2	Year 3	Success Indicator	Resources
Increase Community Engagement and grants for various communities	Goal to add 3 more communities in year round activities and more support for coordinators. Equitable distribution- Rural and remote Development Fund Implementation	Goal add additional 3 communities	Add 3 additional communities Work with partners and municipalities to expand and try different calls to action messaging and leverage community groups	Increase funding and support for participating communities	Increased funding required from province, sponsors and annual support
Increase rider participation	Return to pre-covid numbers with increased capacity. Trying to encourage year round riding and promoting year round encouragement campaigns	Increase numbers by 10% in each community and reach out to municipal partners	Increase numbers by another 15% in each community	By 2027, increase rider participation from 55,000 to 100,000	Robust marketing funding and plan

DIVERSIFY REVENUE STREAMS

Action	Year 1	Year 2	Year 3	Success Indicator
Strengthen relationship with existing and prospective funders	Growing communication touch points and seeking additional support that will meet both organizational goals	Continue to build relationships and ensure deliverables are met	Continue to practice effective stewardship	MOTI funding is doubled by year 5
Diversify funding streams Pursue charitable status	Decide on current giving structures and implement revenue generators (either membership model, Friends of GoByBike annual fund. This requires charitable status and increases grant opportunities Refresh sponsorship packages. Soft launch annual fund	Implement tax receipts and top two revenue generating opportunities	Expand and refine offerings, focus on annual fund and stewardship of donors. Ex donor profile on website and spotlights.	Number of new funders. Other revenue source increases from \$15,000 to \$100,000 in alternative revenue

EXPAND AND IMPROVE ORGANIZATIONAL CAPACITY

Action	Year 1	Year 2	Year 3	Success Indicator
Enabling charitable giving	With board approval, apply for charitable status or alternatives like membership model (merger with BCCC) to be able to accept donations	Implement donation acceptance or alternatives	Expand annual giving framework	Charitable donations are being received
Improve organizational sustainability	Develop and approve a new strategic plan and identify business plan to support the strategic plan including benchmarks and metrics Assess human resources needs and aim to expand capacity to increase efficiency.	Implement the business plan and improve and develop organizational procedures policies	By 2025, GBBBC will be a recognized provincial leader in cycling and a credible voice in cycling on a national scale	Benchmarks and metrics are met
Improve internal and external communications	Complete the review of all internal and external communications through market analysis including website design/content and begin implementation	Invest in donor database management for effective donor communications and data storage	Advancement of knowledge and skills for staff. Expansion in support of cycling promotion, development of cohesiveness among communities	Systems and operational efficiency

Together, LET’S RIDE

For a moment, let’s envision a healthier more sustainable and eco-friendly future. Let’s imagine community members opting for bicycles rather than vehicles and embracing cycling as a way of life. Let’s imagine children, youth and adults all cycling in community as we work together towards a brighter and cleaner future.

GoByBike BC is making this a reality. We will work with our partners to teach children and youth across the province the joy of cycling safely and skillfully. We will continue to inspire and encourage people to use their bikes as the preferred method of transportation through our annual events, programs and services. We are committed to realizing the goals set out in this strategic plan. We are committed to ensure that everyone, regardless of their age, ability, gender or economic status is able to discover the joys and the innumerable benefits of cycling.

BY 2027 GBBBC WILL:

- Expand our programs to meet the demand
- Adapt our events and programming to overcome barriers to cycling
- Work to mitigate climate change by encouraging cycling across the province and nation
- Emerge as a provincial leader in cycling across the nation.

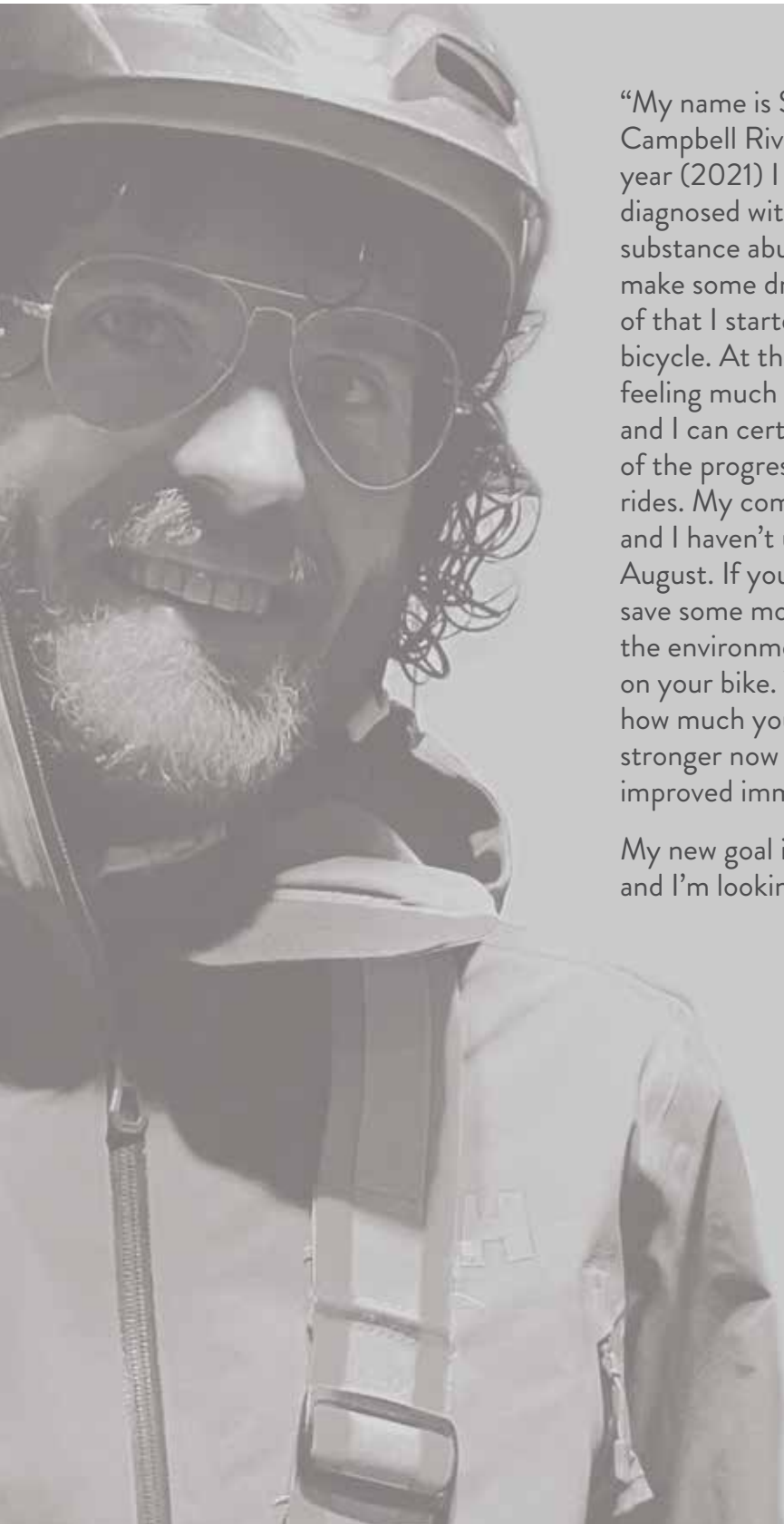
AMBITIOUS BOARD AND STAFF:

To ensure the success of all of our goals and initiatives, GBBBC will be stewarded by a continuously learning, bold, and ambitious board and staff that is committed to financial sustainability, diversity, equity, and inclusion.

GOBYBIKE BC LEADERSHIP TEAM

Marsh Stevens - President	Nicole Malette
Chris Alemany - Treasurer	Jennifer Grebeldinger
Erin LaRocque	Dewi Evans
Jade Chan	Wendy Majeweski
Ken Berry	



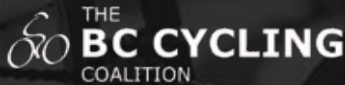


“My name is Sam, I’m 32 years old and I live in Campbell River, BC. At the end of Summer this year (2021) I was down in the dumps, had just been diagnosed with depression, and was dealing with some substance abuse issues. I decided that I needed to make some drastic changes in my life and as part of that I started commuting to and from my job via bicycle. At this point I am happy to report that I am feeling much better both mentally and physically, and I can certainly attest that a significant amount of the progress I’ve made is due to my daily bicycle rides. My commute is about 12 kilometres each way, and I haven’t used my car to go to work since late August. If you’re looking for a way to get to work, save some money, get some daily exercise, and help the environment I highly recommend hitting the road on your bike. You’ll be surprised by how easy it is, and how much you can benefit from the experience. I’m stronger now than when I started, and my outlook has improved immensely!

My new goal is to not drive to work at all next year and I’m looking forward to trying to accomplish that.”

SAMUEL GODDARD, CAMPBELL RIVER
ONE OF OUR FALL GOBYBIKE WEEK PRIZE WINNERS

TOGETHER, LET'S RIDE.



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Canada

CYCLING
CYCLISME
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MAILING ADDRESS:

GoByBike BC Society
PO BOX 995, NELSON, BC V1L 6A5

