



Strategic Plan Report 2020

(Year 1 of 2020-2022 Strategic Plan)

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Executive Summary

In December 2019, Bike Winnipeg’s Board ratified the 2020-2022 Strategic Plan with seven strategic objectives distributed amongst Bike Winnipeg’s committees. Of the 15 Strategic Plan activities scheduled for 2021, 11 (12 depending on 2020 budget) are substantially or fully completed, have been delayed directly due to the Covid-19 pandemic, or are just slightly behind schedule.

Committee	Strategic Objectives
Advocacy	#1: Improve relationships with decision-makers: needs more support #2: Determine and influence cycling infrastructure priorities <ul style="list-style-type: none"> - 2.1: Influence major city policy documents: on track - 2.2: Influence City projects: needs additional resources - 2.3: Transfer capacity from ED to volunteers: delayed* - 2.4: Collect data to support bw priorities and advocacy: delayed*
Outreach	#3: Build member capacity: mostly delayed* #4: Build awareness of Bike Winnipeg and of cycling facilities <ul style="list-style-type: none"> - 4.1: Develop a Communications Plan with action items scheduled over the Strategic Plan: completed - 4.2: Develop an Encouragement Plan with action items scheduled over the Strategic Plan: completed
Fund-raising	#5: Increase Bike Winnipeg’s funding <ul style="list-style-type: none"> - 5.1: Meet or exceed budgeted revenue target: status TBD - 5.2: Grow fundraising capacity: ahead of schedule - 5.3: Oversee grant writing: ahead of schedule
Executive	#6: Pursue charitable status: slightly delayed #7: Increase organizational strength <ul style="list-style-type: none"> - 7.1: Grow staff impact: ahead of schedule - 7.2: Grow board and committee impact: on schedule - 7.3: Establish election strategies (scheduled for 2022) - 7.4: Create a strategic plan mgmt and renewal plan: in progress

* impacted by pandemic

The 2020-2022 Strategic Plan has guided Bike Winnipeg toward accomplishing several important, forward-thinking tasks without losing focus on maintaining day-to-day operations. Short-term benefits are already being realized such as increasing revenue and investing in new equipment, office space, and staff training.

Bike Winnipeg's mission to *make cycling in Winnipeg a safe, enjoyable, accessible and convenient transportation choice year round* is ambitious and pushes us to grow as an organization. Advancing the 3-year Strategic Plan will position Bike Winnipeg to develop the tools and skills to accelerate progress toward achieving our mission.

Introduction

In late 2018, Bike Winnipeg’s Board of Directors began a strategic planning exercise to update our vision, mission, and long-term objectives as a member-based advocacy organization. The Board surveyed members, held workshops and meetings, took stock of our ongoing activities, and discussed future opportunities of the organization with the aim of aligning our operations with the future needs of our membership.

The year-long process resulted in a reasonably ambitious plan to guide the organization’s activities over the next 3 years. In December 2019, Bike Winnipeg’s Board ratified the 2020-2022 Strategic Plan. Seven strategic objectives were distributed to Bike Winnipeg’s then-existing committees.

Committee	Strategic Objectives
Advocacy	#1: Improve relationships with decision-makers #2: Determine and influence cycling infrastructure priorities
Outreach	#3: Build member capacity #4: Build awareness of Bike Winnipeg and of cycling facilities
Fundraising	#5: Increase Bike Winnipeg’s funding
Executive	#6: Pursue charitable status #7: Increase organizational strength

The Executive Committee was tasked with reporting back to the Board with the organization’s overall progress in the Strategic Plan. A brief report on the Strategic Plan is expected to be included in the Annual Report presented at Bike Winnipeg’s Annual General Meeting.

Factors Influencing Strategic Plan Progress

BW's strategic plan progress was impacted from the Covid-19 pandemic and, in both positive and negative ways, from increased workload from grant-funded projects.

Covid-19 Pandemic

The pandemic slowed and/or delayed BW's activities due to less frequent meetings during the spring of 2020, decreased volunteer capacity by many volunteers, long-term pandemic-related uncertainty, and reduced revenues. Additional time was needed to react to evolving pandemic restrictions, changing revenue forecasts, and to Covid-19-related funding programs. Unfortunately, BW also temporarily furloughed our Executive Director due to decreased revenues.

Major Grant Award

In late spring, BW received notice that a grant would be awarded for the Organizational Capacity Development (OCD) Project which was conceived to fund early-stage work on the Strategic Plan. Because the funding is matched at 50%, because this was the first grant of this size BW has ever received (\$52,000), and because of the evolving pandemic situation, resources were redeployed to organize around this project. It has 5 deliverables: applying for charitable status; applying for Strong Charities accreditation; 4 operational plans/strategies (advocacy, outreach, volunteering, and fundraising); board and staff training; and a website update

Temporary staff were hired to help advance the OCD project, which required additional work to hire and manage. The workload associated with delivering grant obligations while fundraising the 50% matched funding requirement detracted from some activities outside the scope of the grant projects. The quantity of work also stretched BW's resources somewhat thin over the summer.

Measured Progress Toward Strategic Objectives

#1: Improve Relationships with Decision-makers

Needs additional support.

Improving BW's relationships with decision-makers and key influencers is a top priority since these individuals make critical decisions on cycling-related policies, priorities, and funding.

Some work was completed in drafting a power map, but an action plan wasn't created to increase interactions with these key contacts and develop meaningful messages and stories.

#2: Determine and Influence Cycling Infrastructure Priorities and Projects

2.1: Influence major city policy documents

Successful and on track.

The ability to engage with the community and decision-makers was drastically reduced by the Covid-19 pandemic at the same time as the City embarked on the largest number of major policy updates in recent memory and at the same time as BW hired 5 summer staff. This convergence made it especially difficult to manage oversight of the process and to provide technical input.

In response, BW led and supported the Transportation and Land Use Coalition composed of similarly-minded advocacy organizations and individuals to coordinate the collective input. This helped offset some of the increased workload. Furthermore, Safe Speeds Winnipeg -- newly formed in 2019 -- provided strong road safety advocacy.

2.2: Influence City projects

Needs additional resources.

Project-level engagement had limited oversight in part related to the Covid-19 pandemic, in part related to other demands on staff time, and in part due to BW not normally having sufficient resources or organizing effort for detailed, thorough review of design and construction projects. Staff is adept at identifying infrastructure priorities.

2.3: Transfer capacity from Executive Director to volunteers

Delayed due to pandemic.

A high priority was to transfer capacity from BW's Executive Director (ED) to volunteers. The plan to develop Local Bike Groups (LBGs) began to take shape just as the pandemic began, therefore was put on hold. Since then, LBGs have begun to take root in BW's future plans and grant projects, therefore this KPI should be achievable after the pandemic-induced delay.

2.4: Collect data to support BW priorities and advocacy

Delayed due to pandemic.

Lastly, a lower priority KPI is to collect data to support BW priorities and advocacy. This was also affected by the delay in starting Local Bike Groups and impacted by lower activity during the pandemic. Some work has begun to weave data-related activities into grant-funded projects and to recruit a Data Coordinator volunteer.

#3: Build Member Capacity

3.1: Increase and diversify BW membership

Mostly delayed due to pandemic.

The pandemic had an unknown effect on membership numbers and a change from annual to rolling memberships (e.g. from memberships based on calendar years to memberships based on the anniversary date that a member signed up) led to a temporary reset on membership numbers. The 2021 membership target of 275 members is expected to be achieved.

In terms of outreach, the pandemic largely curbed BW's capacity to increase and diversity membership. We have not yet started collecting membership demographics. Membership fees, tiers, and perks were reviewed in 2020.

#4: Increase Awareness of Bike Winnipeg and Cycling Infrastructure

4.1: Develop a Communications Plan with action items scheduled over the Strategic Plan

Completed.

Work on the Communications Plan was initially delayed until it could be incorporated into the projects of our summer staff. The plan was substantially advanced and completed subsequently.

4.2: Develop an Encouragement Plan with action items scheduled over the Strategic Plan

Completed.

Work on the Encouragement Plan was initially delayed until it could be incorporated into the projects of our summer staff. The plan was substantially advanced, expanded to include an Events Cookbook to assist volunteers with event planning, and completed subsequently.

#5: Grow revenue

5.1: Meet or exceed budgeted revenue target

Status to be determined.

Bike Winnipeg's budget performance remains a critical target given the small (but growing) size of the organization's unrestricted revenue. The Board made the prudent decision of not budgeting for unfunded or partially funded projects, meaning that the size of the core/discretionary budget remains small with a very small contingency.

5.2: Grow fundraising capacity

Ahead of schedule.

The Fundraising Strategy was taken on by the Fundraising Committee and has been substantially completed. A related capacity growing objective is to increase the number of volunteers on the Fundraising Committee - which still remains small - but having identified some formal Coordinator volunteer positions (membership, grants, sponsorships, etc.) along with a fundraising strategy and some momentum from recent successes, Bike Winnipeg's fundraising capacity has grown significantly and is in a better state than anticipated compared to prior years.

5.3: Oversee grant writing

Ahead of schedule.

Grant writing has been extremely successful in 2020, with 22 applications resulting in approximately \$146,000 in grants and in-kind services for 2020-2021.

#6: Pursue Charitable Status for 2021

Slightly delayed.

With the intensity of Bike Winnipeg's 2020 summer projects related to the Organizational Capacity Development Project -- some of which were funded and staffed -- the pace of pursuing charitable status was slowed. Substantial work has been completed and an application to the CRA is anticipated in the next month or two.

#7: Grow organizational strength

7.1: Grow staff impact

Ahead of schedule.

Knowing the quantity of work needed to advance Bike Winnipeg's strategic plan and mission, increasing the amount of paid staff time was identified as a priority. We were able to hire 5 temporary summer staff for the Organizational Capacity Development Project, and a further 4 temporary staff for the Bikeshare Development Project. We also were able to increase the number of hours for our permanent staff through our grant-funded projects, and increased the salary for our Executive Director. This pace will likely not continue at the same rate of growth, but some temporary staff is still planned through grant-funded projects.

7.2: Grow board and committee impact

On schedule.

Several tasks were included in the Strategic Plan to grow board and committee impact:

1. Re-evaluate board structure, roles, committee terms of reference, and organizational bylaws; develop a year planning framework — completed;
2. Organize a 1-day board retreat for onboarding new directors, to develop a training plan, and review the Strategic Plan — onboarding meetings occurred for all directors, but no retreat due to the pandemic;
3. Establish regular meeting dates for committees with each meeting 9+ times per year (if appropriate for the type of committee) — completed;
4. Increase the number of unique positions (e.g. Coordinators) and active volunteers on committees — completed;
5. Develop a committee reporting template and track their timeliness each month (i.e. circulated at least 3 days prior to the board meeting) — delayed; and
6. Maintain a maximum of 50% males on the board of directors — completed.

7.3: Establish election strategies

Scheduled for 2022.

7.4: Create a strategic plan management and renewal plan

In progress.

This annual report provides a summary of each year of the strategic plan. Executive meetings are strongly oriented around strategic, governance, and critical-priority topics.

Summary

Of the 15 Strategic Plan activities scheduled for 2021, 11 (12 depending on 2020 budget) are substantially or fully completed, have been delayed directly due to the Covid-19 pandemic, or are only slightly behind schedule.

Committee	Strategic Objectives
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Conclusions

The 2020-2022 Strategic Plan has guided Bike Winnipeg toward accomplishing several important, forward-thinking tasks without losing focus on maintaining day-to-day operations. For example, committees are meeting more frequently and are better organized, revenue has grown substantially, and we have increased staff hours and wages.

The workload to advance the Strategic Plan has been demanding at times, and the pandemic delayed or slowed work on some activities. Short-term benefits are already being realized such as increasing revenue and investing in new equipment, office space, and staff training. Long-term positive outcomes are expected from the increase in resources and capacity.

After one year of operating under this plan, its schedule and activities remain relevant without the need to make adjustments. The major factor in delays has been the need to adjust to the Covid-19 pandemic.

Bike Winnipeg's mission to *make cycling in Winnipeg a safe, enjoyable, accessible and convenient transportation choice year round* is ambitious and pushes us to grow as an organization. Advancing the 3-year Strategic Plan will position Bike Winnipeg to develop the tools and skills to accelerate progress toward achieving our mission.