

Pedal Power ACT Strategic Review 2015-17

1. More Canberrans Riding

Pedal Power provides opportunities for more Canberrans to ride.

Objectives	Strategies	Actions 2014	
Novice / Introductory Programs			
Introductory programs for Novice Riders are conducted and made available	<ul style="list-style-type: none"> • New Horizons program is delivered in Autumn & Spring • Cycle Well Program is provided in Autumn & Spring 	<ol style="list-style-type: none"> 1. A coordinator for the New Horizons program is appointed 2. New Horizons program is coordinated by the Event Manager 3. Cycle Well program is organized and promoted 4. Education and training capacity for riding skills is provided 	<p>1 – Completed 1 - Ongoing</p> <p>1 – Completed 2 – NY done</p>
Bike Breaks Program	<ul style="list-style-type: none"> • Provide delivery of Bike Breaks program 	<ol style="list-style-type: none"> 5. Coordinate, advertise and deliver the “Bike Breaks” program in the government and the corporate sector 	2 - Ongoing
Programs, project an			
Bike Maintenance Program	Maintain the conduct of bike maintenance sessions for members	<ol style="list-style-type: none"> 6. Ensure a regular delivery of Bike Maintenance Programs 7. Encourage the CycleJam activities as part of the broader suite of products available to members, corporates and the public 8. Continue Bike Maintenance courses <ol style="list-style-type: none"> a) Ensure QA b) Investigate option to undertake specialised areas (High school / university) 	<p>1 – ongoing 1 – completed / ongoing</p> <p>1 1 ongoing 2 – n y done</p>
Ride2Work Program	<ul style="list-style-type: none"> • Seek to link the Ride to Work program more closely with PP activities in the corporate sector 	<ol style="list-style-type: none"> 9. Project Manager to enhance and develop the R2W program 10. Project Manager to establish links with organisations that have vested interests (eg Health Dept; Insurance companies; Heart Foundation; 11. Utilise the R2W coordinators and contacts to enhance the capacity to further promote Pedal Power activities and membership and encourage active transport 12. Develop mechanisms for recognising and rewarding R2W coordinators 	<p>2</p> <p>1</p> <p>2</p> <p>2</p>

Objectives	Strategies	Actions 2014	
Ride or Walk to School Program	<ul style="list-style-type: none"> Have a watching brief on the Ride or Walk to School Program 	13. Provide Professional Development and other related opportunities to schools outside the ROWTS program on a fee-for-service basis	2
Volunteer promotion	<ul style="list-style-type: none"> Implement volunteer support measures to assist the volunteer base in Pedal Power Provide incentives for Pedal Power volunteering 	14. Council to have a 'volunteer' portfolio person or implement a "Volunteer coordinator" to drive / assist in better volunteer recognition	1
		15. Consider incentives to volunteers – free cycling jerseys to marshals, ride leaders, etc	1
		16. Implement a volunteer management program	1
Education & Training in Cycling	<ul style="list-style-type: none"> Provision of education and training to potentially include; <ul style="list-style-type: none"> Road traffic marshal training (if appropriate) Ongoing introductory Coach Education AustCycle accreditation Ride Leaders accreditation 	17. Implement education and training as required	2
			2
			1
Cycle Facilities Rating	<ul style="list-style-type: none"> Pedal Power to be more proactive in initiating the Cycle Facility Rating to corporate and government organisations 	18. Develop a strategy to further promote the Cycle Facilities Rating Scheme	2
		19. Work with GTA to develop the next phase in the Scheme	2
Provide programs for Novice Riders/ recreational lunchtime rides around work, recreational rides at different levels	<ul style="list-style-type: none"> Maintain the New Horizons program Explore options/resources to provide similar programs to other clientele (e.g corporate groups, people with health or related concerns – eg overweight,) potential to link with community health centres, Diabetes ACT (by referral) Reinstate the lunchtime workplace rides Marketing strategy to raise awareness and increase recruitment to organized rides 	20. EO and Project Manager to arrange for 2015	1
			2
			3
			3
Ride to Work Day	<ul style="list-style-type: none"> Conduct the day in ACT 	21. Collect data in the ACT (not to Bicycle Network)	1

2. Canberrans Riding More Often

Pedal Power provides opportunities for Canberrans to ride more often.

Objectives	Strategies	Actions 2014	
Events			
Pedal Power continue to provide events that cater for the membership of Pedal Power, increase the profile of Pedal Power and provide a financial return to enhance the core activities of Pedal Power	<ul style="list-style-type: none"> Pedal Power form working committees to maintain, grow and strengthen the events that are central to Pedal Power. All Events are integrated into the broader cross-promotion of Pedal Power activities All events are conducted on a cost recovery or profit basis (unless clearly identified that it is different) Consider developing and introducing other events 	22. Council to consider a 'rides and events' portfolio councilor and form an "Events Committee" to determine the role & scope of future events 23. Continue BCBR with appropriate linking to Amy's ride 24. Fitz's Challenge working party to work closely with the office the ensure effective integration with other Pedal Power activities 25. Ensure that effective business cases are provided for all identified events (with appropriate budget analysis) 26. Investigate the Corporate Cycle Challenge and Pedal Power's involvement 27. Pedal Power continue to conduct the following events for 2015: <ul style="list-style-type: none"> The Big Canberra Bike Ride Fitz's Challenge Centenary Trail Blaze 28. Consider a Community Cycle Challenge event 29. Consider a Corporate Teams event	1-2 2 1 1 2 1 2 3
All events are conducted safely and professionally	<ul style="list-style-type: none"> All Pedal Power activities are conducted with safety as a first priority. 	30. Continued excellence in event management 31. An analysis of the key risks and their mitigation strategies is undertaken for each event 32. Pedal Power provides quality assurance measures around the conduct of events under the Pedal Power name. This includes implementing effective process and protocols required to conduct a successful ride / event 33. Continue to manage and reward/thank volunteers through the role of the Member Services Officer	1 1 1 1
Pedal Power continue to provide an effective social rides program that caters for	<ul style="list-style-type: none"> Continue to conduct regular recreational bike rides that cater for the diversity of its membership Recognise the role of Rides as often the "first 	34. Provide support and regular contact with Ride Leaders across all rides program 35. Respond as needed to needs of rides and ride leaders	2 2

Objectives	Strategies	Actions 2014	
members desires and encourages others to participate	point of contact” with Pedal Power <ul style="list-style-type: none"> • Recognise the gaps in riding opportunities and work with other organisations to cater for all riders • Pedal Power promote the development of quality rider education 	36. Revise ride leader accreditation and training 37. Pedal Power conduct ride leader accreditation and work to establish a National accreditation standard for ride leaders. 38. Monitor and update ride leader accreditation on the membership database 39. Ensure all rides offer welcoming and professional support 40. Review the current suite of recreational rides to ensure that they cater to the diverse needs of the cycling population group - consider suitable new social rides 41. Consider a cyclo-sportif type event or series 42. Review the opportunity to attain efficient record keeping and registration of riders at each ride & information used to gauge popularity, etc (through ride leaders) 43. Review the role of Pedal Power as a provider of AustCycle programs	3 2 2 2 1 2 2 3
Provide a coordination role to attain a common Events Calendar	<ul style="list-style-type: none"> • Work with other Canberra cycling organisations to get the concept accepted 	44. Develop mechanisms for producing and managing the calendar with minimum effort and maximum automation 45. Implement and advertise the calendar	2 2
Provide an array of tours and support the development of Pedal Power tours	<ul style="list-style-type: none"> • Provide a Quality Assurance process to ascertain the requirements to undertake an official “Pedal Power ACT Tour” • Review the opportunity to increase the profile, scope and marketing of the tours within Pedal Power 	46. Form a Cycle Touring Committee responsible for developing and implementing appropriate procedures and risk management plans for each tour. 47. Consider running two or more tours over the same route in the same year to better leverage all the planning work done by the ride leaders. Participant numbers could be doubled/tripled with only “modest” additional work. Alternate ride leaders could be used. 48. Review the existing tours (against the new procedures) including: <ul style="list-style-type: none"> a) Pub Tour b) Murray Valley Tour c) Spring Tour d) Christmas in July 49. Review the opportunity for Overseas Tours including <ul style="list-style-type: none"> a) French Pyrenees b) Japanese Tours 	1 3 2 2

Objectives	Strategies	Actions 2014	
		c) Vietnamese Tours d) River Cruise Tours 50. Monitor that the promotion of a River Cruise Tour stays within the objectives of Pedal Power	1
Investigate other event opportunities	<ul style="list-style-type: none"> • Provide a business case / feasibility for the following events; <ul style="list-style-type: none"> ○ Corporate Bike Days ○ Workplace Cycle Challenge ○ Overseas Tour options under Pedal Power ○ Series of Cyclo-Sportif events 	51. Provide business case and present to Council for consideration. Events that have the potential to involve more participants should be favoured.	1

3. Member Services

Pedal Power to provide value for money to its members

Objectives	Strategies	Actions 2014	
Communication			
Provide diversity for facilitating communication to members and stakeholders	<ul style="list-style-type: none"> Maintain currency and quality of information for rapid dissemination to members using web, print and other social media (e-bulletin, Twitter, Facebook) Provide opportunities using innovative technology for members to raise their concerns or issues (ie forum on website) 	52. Forums and specific-group forums capability enacted on website 53. Communication officer to ensure website is current 54. Upgrade access to important documents to Council Working groups and Executive through cloud technology 55. Ensure effective utilization of website through volunteer and Communications manager role.	2 1 1 1
	<ul style="list-style-type: none"> Enhance the effectiveness and efficiency of the <i>Canberra Cyclist</i> magazine 	56. Review ways in which the production of the magazine can be outsourced to reduce the volume of work for the volunteer editor (s) <ul style="list-style-type: none"> a) contributions from Capital Cycling orgs to future magazines b) increased readership and financial contribution to <i>Canberra Cyclist</i> magazine through Capital Cycling group c) shared articles with sister magazines of other states d) review ways to increase the advertising revenue (linked to enhanced liaison with ACT bike shops) 	2
Insurance			
Provide the best and most comprehensive insurance cover for members	<ul style="list-style-type: none"> Review insurance options annually Ensure effective communication to the broader populace clearly identifies the quality of the insurance package 	57. Provide a quality Personal Accident and Public Liability package for the members 58. Clearly articulate the benefits through all communication channels 59. Maintain the mitigation of risk to Pedal Power and its officers and its members through adequate insurance coverage 60. Update insurance on website whenever changes occur 61. Put system in place to ensure insurance renewals are addressed in adequate time – coverage review, supplier,	1 Sep – Nov 1 1 1 1

Objectives	Strategies	Actions 2014	
		renewal.	
Merchandise			
Provide quality merchandise to Pedal Power ACT members for all aspects of cycling	<ul style="list-style-type: none"> • Develop a merchandising strategy • Develop a quality range of club kit that reflects the revised branding and provides opportunity for increase sales at events and to member and utilized as a marketing item • Add new merchandise only if quality products and have an external benefit such as was recognised in selling the club kit • Provide a range of product that reflects the needs of the membership 	62. Revisit Pedal Power’s role in continuing to manage kit purchase and ordering 63. Develop an effective ordering (and re-ordering) mechanism for cycling kit that does not impose upon staff time 64. Event and project managers to include options of club kit in volunteer incentives (eg, route marshals are given a free jersey and must wear it when marshalling) 65. Explore option to include a new option for <i>e-shopping</i> with a Paypal account	1-2 1 1 1
Membership Database			
Manage the membership database and related activities efficiently and effectively to the benefit of Pedal Power and members	<ul style="list-style-type: none"> • Ensure database management procedures are effective and efficient • Move more to member service rather than database management 	66. Streamline and provide effective membership renewal procedures 67. Develop innovative recruitment strategies for increased membership 68. Ensure the new membership and membership renewal section in the Pedal Power is easy to use and automated 69. Ensure membership database data interacts, when appropriate, with all other aspects of Pedal Power business 70. Develop complete interactive capability between the website and the membership database 71. Enhance and utilise the capacity to segment the membership database to provide a more tailored and personalized experience between Pedal Power and the members 72. Review the capacity to enable automated “free” membership of Pedal Power (friends of Pedal Power) to allow “up-sell” of membership.	1 1 1 1 1 2 2

4. Relationship Development

Relationship Development: Pedal Power is recognized by the community and the government as the pre-eminent cycling body in the ACT.

Objectives	Strategies	Actions 2014	
Advocacy			
Pedal Power are recognised as the peak advocacy group in the ACT	<ul style="list-style-type: none"> • Pedal Power maintain and enhance its strong advocacy role • Endorse the strategic direction that the Advocacy group has provided to Pedal Power Council • Monitor infrastructure planning, design and development 	73. Council to have an ‘advocacy’ portfolio person and an advocacy report provided to Council meetings 74. EO to act as the advocacy spokesman 75. Council to continually review its role in Advocacy decision making 76. Promote the use of cycle-tourism to further provide opportunity for people to ride their bike more often in Canberra	1 Ongoing 2 Ongoing 2 Ongoing 2 May – Jun
Member numbers increase at least 5% p.a.	<ul style="list-style-type: none"> • Implement the Strategic Review of Membership • Promote individual membership (all types) and its benefits widely • Give increasing membership numbers high priority • Pedal Power to alter its membership categories to offer a broader range of memberships with the intention of attracting more members 	77. Council to have a ‘membership’ portfolio minister and working group 78. Address retention of membership 79. Review and restate the advantages of each type of membership 80. Appoint a Membership Services Officer to address membership recruitment, retention, processing and service <ul style="list-style-type: none"> a) Review role in volunteer management 81. EO to address increasing membership numbers and retaining existing members as a high priority activity and as part of other activities <ul style="list-style-type: none"> a) EO to report to each Council meeting on numbers of members (by type), new members and existing members not renewed 82. Seek contributions from the membership for the advancement of Pedal Power 83. Review, improve and implement systems and procedures relating to attracting new member, including: <ul style="list-style-type: none"> a) Via bike shops b) At events and via event registration data 	2 Feb / Mar 1 Mar – ongoing 2 1 Mar 1 Mar – ongoing 1 Ongoing 2 Jul – Aug 1 Ongoing

Objectives	Strategies	Actions 2014	
		c) At public forums d) Via other Pedal power activities e) Via CA and other cycling clubs 84. Develop membership strategies beyond the present membership category (juniors, etc) 85. Finalise corporate membership details (modify if appropriate) 86. Actively seek members from demographic areas that are currently poorly represented in the membership (eg, juniors) 87. A membership sub-committee be maintained to continually review membership structure, link it to the corporate options available and make recommendation to Council on structure and pricing a) Establish / expand the “friends of Pedal Power” to act as a group to call to action in advocacy issues 88. Develop a promotional campaign for new members including point-of-sale options 89. Clearly articulate membership services and benefits	1 May 1 May 2 Sep 1 Mar 1 Apr 2 Apr 1 Ongoing
Cycling Organisations			
Maintain & grow the Capital Cycling role and Pedal Power ACT’s involvement	<ul style="list-style-type: none"> • Lead and maintain effective communications with the other cycling entities • Develop the Capital Cycling Strategic Direction • Look to enhance opportunities between other cycling organisations through Capital Cycling • Pedal Power provides leadership for cycling organisations in the ACT 	90. EO to continue to grow the effectiveness of Capital Cycling through leadership and operational initiatives 91. Maintain strong communication with other cycling organisations 92. Review capacity to allow easier affiliation between cycling organisation within the ACT 93. Pedal Power to work with other cycling organisations in the ACT to lead the development of cycling	1 Ongoing 1 2 2
Media			
Increase media presence to heighten the profile of Pedal Power and cycling	<ul style="list-style-type: none"> • Pedal Power seek continual media exposure on cycling advocacy issues • A strong communications strategy is developed to 	94. EO and Communications Manager to develop procedures to increase exposure 95. EO to continue to pursue with ABC radio 96. Seek a regular column in the Canberra Times for local	2 3 3

Objectives	Strategies	Actions 2014	
	enhance and leverage Pedal Power’s reputation <ul style="list-style-type: none"> • Institute a marketing and PR strategy and identify resources • Maintain and increase social media exposure through; <ul style="list-style-type: none"> ○ Facebook ○ Twitter ○ Blogs ○ Website 	cycling issues <ul style="list-style-type: none"> 97. Seek a regular segment on local radio stations to address local and national cycling issues across the spectrum of cycling 98. Communications Manager to monitor and report on media presence; continue strong link to media bodies. 99. Review distribution of magazine to non-cycling related waiting rooms 	3 1 2
Corporate & Government			
Establish a high level of exposure of Pedal Power and accessibility to corporate, government and like organisations	<ul style="list-style-type: none"> • Establish regular mechanisms for political leaders to interact with Pedal Power on a social and informal basis • Seek a high level political statement on the importance of cycling to the ACT community • Maintain relationship with TAMS • Seek stronger relationships with ACT Police <ul style="list-style-type: none"> ○ Seek a preventative proactive road safety strategy encompassing all transport modes to be adopted by ACT Police and government • Seek strong relationships with NCA • Enhance the strong relationships with ACT Health and ACT Sport & Recreation 	<ul style="list-style-type: none"> 100. Establish a regular cycling opportunity for politicians - Aim to get them to ride to work 101. Foster ACT Police relationship (ABCBR) invite to other events, explore role of bicycle police in running training tips or social nights 102. Foster NCA relationship 103. EO to continue in normal activities with ACT Health & Sport & Recreation Services 104. Build relationships with local bike shops 	2 2 2 1 1
Improve relationship with University sector	<ul style="list-style-type: none"> • Establish links to ANU, UC and the Catholic University cycling community 	<ul style="list-style-type: none"> 105. Establish links and offer membership options that are attractive for University students and staff – see membership strategy 	1 Feb
Improve relationships with business and corporate sector	<ul style="list-style-type: none"> • Refresh stronger relationships with ACT bicycle retail outlets • Leverage Cycling Facilities Rating Scheme 	<ul style="list-style-type: none"> 106. EO / Comm Manager to talk to all ACT bike shop proprietors on general issues and in particular promoting Pedal Power (membership, rides, training, events and maintenance courses) and getting more people riding 107. Heighten relationship with sponsors – Communications Manager 108. Seek liaison with ACT healthcare providers to allow magazine contribution and exposure of Pedal Power 	1 1 3

Objectives	Strategies	Actions 2014	
		programs 109. Enhance relationship with and services offered to members by Snedden Hall & Gallop 110. Involve membership committee in discussions with organisations at senior levels	2 Feb 2
Improve relationships with NGO sector	<ul style="list-style-type: none"> • Examine benefits of a closer relationship with; <ul style="list-style-type: none"> ○ ACT Peak Bodies (Property Council of the ACT; ACT Business Council; Planning Institute; CBD Business group; ACT Conservation Council) ○ Amy Gillett Foundation (AGF) • Maintain relationships with Cycling Australia (CA) 	111. EO and Advocacy to continue to work closely with Heart Foundation 112. Develop stronger advocacy support and association with Conservation Council of the ACT 113. Review ways to engage peak bodies including the “Golf Day on a Bike” 114. EO to continue negotiations with CA re affiliation (see insurance and membership management) 115. Further develop relationship with other outdoor activity groups such as orienteering and bushwalking etc	2 3 3 2 3
National Bicycle Organisations			
Complete affiliation with Cycling Australia	<ul style="list-style-type: none"> • Finalise MOU relation to affiliation with Cycling Australia while ensuring all the needs of Pedal Power are met 	116. Review the opportunity of CA in undertaking the processing of new memberships. 117. Review association with CA 118. Maintain strong links with CA affiliates of the ACT	2 2 1
Ensure strong relationship with sister state bicycle organisations	<ul style="list-style-type: none"> • EO to maintain contact with Bicycle NSW, Bicycle SA, Bicycle WA, Bicycle Network and Bicycle Tasmania 	119. Liaise with external organisations to seek efficiencies in; <ul style="list-style-type: none"> ○ Program operation and administration (R2W;R2S; Fitz’s, BCBR etc) ○ Advocacy on national issues ○ Safety at a national and local level ○ Australian Bicycle Council representation ○ Magazine contributions ○ Research ○ Statistical data collection 	1
Assist in the formation of a National Transport and Recreation sector entity.		120. Support efforts to establish a National Cycling Body that assists Pedal Power in its operation, structure and support 121. Pursue the appointment of a transport and recreation cycling representative on the Australian Bicycle Council	2 2

Objectives	Strategies	Actions 2015	Priority /Timeframe
	<ul style="list-style-type: none"> • Skill sets of the Council are identified and recognised gaps are actively pursued for recruitment 	listing, etc) 138. A one page prospectus for potential Councillors is developed	1 Feb / Mar
Pedal Power remains a financially sound and sustainable organisation	<ul style="list-style-type: none"> • Diversity of income is sought • Unless otherwise agreed by Council, all programs should be financially self-sustainable (contributing a surplus to Pedal Power) and not further tax the human and financial resources of Pedal Power (i.e. HR are catered for within the budget) 	139. Membership, government grants, corporate contributions and event income form the backbone of the diversity required 140. Pedal Power seek funding and resources to undertake program development that meets the aims and objectives of Pedal Power 141. Look for business opportunities that provide sustainability and diversity 142. Identify the financial reserves that are appropriate for the continuity of Pedal Power 143. Identify how best to apply the surplus above that reserve 144. Pedal Power Council to overtly recognize those opportunities / programs that it will be subsidised 145. Pursue Health Charity Status (??) 146. Preparation of a “wind-up” plan for Risk Management purposes	1 Ongoing 1 Ongoing 2 Ongoing 3 July 3 July 1 Feb / Mar 3 ??? 3 July
Pedal Power Assets are protected	<ul style="list-style-type: none"> • Review IP for all names and entities of PP • Ensure effective and comprehensive insurance is in place to mitigate loss of assets 	147. Seek Pro-Bono legal advice on most effective means to protect IP Seek advice 148. Ensure Insurance coverage is adequate for purpose	2 May 1 Sep – Nov
Maintain an effective Patron & Ambassador Program	<ul style="list-style-type: none"> • Establish appropriate protocol for effective use of Patrons & Ambassadors 	149. Maintain Ambassador and Patron program and determine best role for effective use of Patrons and Ambassadors	2 May
Seek and undertake business opportunities that will support the financial and philosophical development of Pedal Power	<ul style="list-style-type: none"> • Undertake Cordon Count contract with Roads ACT 	150. Seek to secure a new (or continuing) contract for 2015-2017 and get extension into future years 151. EO to set up and oversee contract operations – get project manager to conduct	2 Jun 2 Jun

