



# **Bicycle Newfoundland and Labrador (BNL)**

## **Strategic Plan**

**2022 – 2026**

---

## Table of Contents

<b>WHO WE ARE</b>	<b>1</b>
Overview of the Strategic Planning Process	1
<b>BNL VISION, MISSION and MANDATE</b>	<b>2</b>
Vision	2
Mission Statement	2
Mandate	2
<b>STRATEGIC DIRECTIONS</b>	<b>3</b>
Strategic Direction 1: Governance and Operations	3
Strategic Direction 2: Long Term Athlete Development	4
Strategic Direction 3: Events	5
Strategic Direction 4: Advocacy	6
Strategic Direction 5: Marketing and Communications	7
<b>MONITORING AND EVALUATION</b>	<b>7</b>

## **WHO WE ARE**

Bicycle Newfoundland and Labrador (BNL) is a non-profit, member based organization and the official governing body for the sport of cycling in Newfoundland and Labrador. BNL was incorporated in 1994 and has been a part of the provincial sports community ever since. The organization is also a member of Cycling Canada, the national organization for the sport of cycling throughout the country, as well as a member of SportNL, the recognized provincial sporting body.

During the early years, the majority of BNL members were triathletes. A mountain bike program developed from the road program as the bicycle industry introduced mountain biking. In turn, a youth program grew out of the mountain biking sport and several events were held in the province each year for both youth and adults.

For several years prior to 2020, the number and variety of events grew each year with a corresponding noticeable growth in membership (approximately 650 members in 2019). Unfortunately, the ongoing pandemic slowed things down considerably over the ensuing two years, resulting in a major decrease in membership numbers and event offerings. With input from the member survey and strategic planning process, the organization is now aiming to get back on track as it strives to meet the needs and priorities for the organization for the next few years.

### **Overview of the Strategic Planning Process**

Prior to creating the strategic plan, BNL surveyed the membership over a three-year period (2021, 2020 and 2019). The feedback obtained from the 130 respondents was an invaluable aid in assisting the board set the direction of the organization for the next few years. Next there was a facilitated strategic planning session with an experienced Sports Development Specialist. The session began with a brief overview of current BNL strategic directions in relation to those outlined in the 2020 Cycling Canada Strategic Plan in order to identify gaps in the current plan.

Survey findings were reviewed and discussed followed by a SWOT analysis of strengths, weaknesses, opportunities and threats. The Long Term Athlete Development section was informed by the development and submission of a Performance Planning Project Final Report as part of efforts to develop the sport of cycling in the province in the lead up to the Canada Games in 2025. Lastly, all of the information was compiled and presented to the board for input.

The following is an overview of activities undertaken to obtain input from the BNL Board of Directors and members prior to completion of the plan:

- Member survey
- Strategic planning session

- Completion of a SWOT Analysis exercise
- Alignment with Performance Planning Project Final Report
- Distribution of draft document to the Board for validation and comment

## **BNL VISION, MISSION and MANDATE**

The current Strategic Plan spans a five (5) year period beginning January 1, 2022 and ending December 31, 2026. As the review process did not identify major gaps in the Vision, Mission and Mandate for the organization, these remain unchanged.

### **Vision**

A well-recognized and safe, province-wide cycling community.

### **Mission Statement**

Bicycle Newfoundland and Labrador is a non-profit, member-based organization that provides education and leadership, creating a vibrant and healthy cycling experience for the benefit of members, partners and the general public.

### **Mandate**

The main purpose of BNL is to promote cycling in Newfoundland and Labrador. The organizational objectives are:

- To strengthen the sport of cycling
- To increase and retain the rate of participation in cycling
- To defend and protect the rights of cycling in general, and the members of BNL in particular
- To promote cycling in all its aspects; and
- To affiliate with Sports Newfoundland and Labrador, Cycling Canada and any additional organization that may help BNL achieve its objectives

To achieve its vision of “a well-recognized and safe, province-wide cycling community” for the next five years BNL will focus on these five major strategic directions:

- 1. Governance and Operations**
- 2. Long Term Athlete Development**
- 3. Events**

**4. Advocacy****5. Marketing and Communications**

For each of these directions, we have formulated objectives, actions and timelines. The BNL Board will monitor progress in these strategic directions as a core component of its work. Together, we can become even stronger and more effective. We wish to thank everyone who contributed to our strategic planning process.

**STRATEGIC DIRECTIONS**

The strategic directions outlined below represent a consensus of expressed ideas and inputs. They set out broad themes with attached objectives that are intended to be measurable and enable reporting on progress in future. All of the strategic directions were deemed to be high priority (critical or important) to the success of the organization at this time.

The Actions set out below are not intended to form a complete list of the organization's activities, however they have been identified as important factors that will contribute to the realization of each objective.

The Lead responsible for each action has the primary reporting function and ownership for each item. They may share or delegate responsibility for completing any associated tasks as needed.

**STRATEGIC DIRECTION 1: Governance and Operations**

<b>Objective 1.1: Increase Organizational Capacity</b>		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
a. Develop and execute a recruitment plan for salaried employee and summer student(s)	Executive Board	2023
b. Develop and implement board recruitment and succession planning strategies	Executive Board	2023
c. Build board capacity through training opportunities	Executive Board	Ongoing to 2026
d. Identify and nurture partnerships to advance strategic priorities with a provincial scope.	Executive Board	2023

e. Create a physical asset management plan	Executive Board	2025
--	-----------------	------

<b>Objective 1.2:</b> Ensure fiscal sustainability to service the needs of the membership.		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
a. Develop and implement strategies to increase sponsorships	Executive Board	Ongoing to 2026
b. Review and implement strategies to increase membership	Executive Board	Ongoing to 2026
c. Review membership fees annually	Executive Board	Ongoing to 2026
d. Diversify revenue generation	Executive Board	2024
e. Encourage the development of clubs	Executive Board	2023

<b>Objective 1.3:</b> Ensure BNL policies are consistent, are current with best practice, enable the organization to meet its obligations, and mitigate risk.		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
Develop and implement a three (3) year plan for policy development	Secretary	2024

## STRATEGIC DIRECTION 2 – Long Term Athlete Development (LTAD)

<b>Objective 2.1:</b> Foster and promote youth cycling in the province		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
a. Develop a robust network of grassroots programs for children of all abilities (e.g., HopOn, Sprockids, CanBike, iBike).	Youth Cycling Director Para Cycling Director	Ongoing to 2026

b. Encourage school sports, regional competition.	Competitive Cycling Director	Ongoing to 2026
c. Develop strategies to encourage and increase girls' participation in cycling	Women's Cycling Director	Ongoing to 2026

**Objective 2.2:** Create strong and inclusive development and high-performance programs, providing athletes with opportunity to perform on the provincial, national and international stage, including preparation for the Canada Games in 2025 in NL.

<i>Actions</i>	<i>Lead</i>	<i>By When</i>
a. Develop and deliver a provincial High Performance program	Lead Coach Competitive Cycling Director	Ongoing to 2026
b. Develop and deliver a Girls & Women in (competitive) Cycling Program	Women's Cycling Director	Ongoing to 2026
c. Develop and deliver an Athlete Recruitment Program	Lead Coach	Ongoing to 2026
d. Develop competition opportunities for paracyclists.	Para Cycling Director	Ongoing to 2026

### STRATEGIC DIRECTION 3: Events

**Objective 3.1:** Increase the number of cycling events and grow the cycling community in Newfoundland and Labrador.

<i>Actions</i>	<i>Lead</i>	<i>By When</i>
----------------	-------------	----------------

a. Increase the number of non-competitive events such as group rides (50+, womens), bike camps, short track, gran fondo, gravel, snow bike fest, tandem biking.	Non-Competitive Cycling Director	2022
b. Increase the number of competitive events, including enduro, short track, time trials, and road races.	Competitive Cycling Director	2022
c. Offer a diverse range of events to build skills and experience among the cycling community (courses, webinars, eSports).	Non-Competitive Cycling Director	2023
d. Increase event quality, standardizing and strengthening event processes, guidance, and safety protocols.	Lead Coach President	2023
e. Manage a provincial cycling Calendar of Events	Marketing / Comms Director	2022

#### STRATEGIC DIRECTION 4: Advocacy

<b>Objective 4.1:</b> Maintain an active public voice to advocate for, defend and protect the rights of cyclists.		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
a. Represent the interests of BNL's membership in public, with a province-wide cycling perspective and emphasis on safety and inclusion.	Executive Board	Ongoing to 2026
b. Ensure consistent and thoughtful messaging by developing policy positions on key topics: traffic safety, recreational cycling, active transport, shared trails, infrastructure	Marketing / Comms Director	Ongoing to 2026



## STRATEGIC DIRECTION 5: Marketing and Communications

<b>Objective 5.1:</b> Raise the public profile of Bicycle NL and increase engagement through regular communication with members, sponsors and key stakeholders		
<b>Actions</b>	<b>Lead</b>	<b>By When</b>
a. Develop and distribute a regular newsletter for members	Marketing /Communications Director	2022
b. Review and revise the Marketing/Communications plan	Marketing /Communications Director	2023
c. Develop new communication, branding and partnership/sponsorship opportunities	Marketing /Communications Director	2025

### MONITORING AND EVALUATION

The BNL Board of Directors will actively monitor progress with the strategic directions as a part of its regular cycle of board meetings. Progress will also be formally reviewed on an annual basis and modifications made as needed. Reporting on progress with the strategic plan will be a part of each Annual General Meeting.