

# STRATEGIC PLANNING

*Establishing a Road Map for the Future*



Saskatchewan Cycling Association  
November 2009

---

## SCA Strategic Planning Session

### Sunday, November 8, 2009 ~ Craik EcoCentre

Attendance

Susan Bladyko  
 Bob Cochran  
 Don Cook  
 Brian Fergusson  
 Collete Forbes  
 Barret Kropf  
 Jim Large

Frank Matus  
 Janice Matus  
 John Oneshcuk  
 Darrell Noakes  
 Peter Steckhan  
 Grant Thies  
 Patty Thomas

Jay Van Ginnekin  
 Ray Wight  
 Cory Zetterstrom  
 Denise Eberle, Staff  
 Murray Sanderson, facilitator

### Services and Target Groups

<p>• <b>HIGH PERFORMANCE</b> This service is focused on the development of high performance athletes and coaches.</p>
<ul style="list-style-type: none"> <li>• Coaching Development &amp; Program Continuity</li> <li>• Athlete Development</li> <li>• Funding for Elite Athletes</li> <li>• Athlete Recruitment</li> </ul>
<p><b>ORGANIZATIONAL DEVELOPMENT</b> This service is focused on the development and strengthening of the Association.</p>
<ul style="list-style-type: none"> <li>• Governance – clarity of roles and responsibilities</li> <li>• SCA Awareness/Brand</li> <li>• Communicating to members/clubs</li> <li>• Fundraising/revenue development</li> </ul>
<p>• <b>SPORT DEVELOPMENT</b> This service is focused on the development of the sport of cycling within Saskatchewan.</p>
<ul style="list-style-type: none"> <li>• Program Development</li> <li>• Recruitment</li> <li>• Volunteer Development</li> <li>• Coaches &amp; Officials Development</li> <li>• Club Development</li> </ul>
<p>• <b>RECREATION &amp; TRANSPORTATION</b> This service is focused on promoting cycling as a recreational activity for all ages and advocating on behalf of cyclists for safe road conditions within Saskatchewan.</p>
<ul style="list-style-type: none"> <li>• Partnerships (events, strength as advocate, exposure of SCA, complimentary activities)</li> <li>• Education</li> <li>• Recruitment/Membership: What do we offer?; What more do our members want?; What do we offer the public?</li> </ul>

## Environmental scan discussion indicated 3 topics of importance for the SCA which bridges all sectors.

1. Club Development
2. Marketing
3. Communication

3 breakout groups brainstormed Strategic Goals/Tasks for each topic:

### 3. Club Development

- The clubs are the delivery mechanism for the SCA
- What do we need to do for the clubs to get members
- The clubs don't want to be told what to do but what the SCA to help them do what the clubs want to do (Training, Education, Materials, Liaison, Tools, Motivation, Programs)
- Why should people join a club? We don't have a good answer. It has to be more than just insurance.
- The clubs are in the best position to evaluate what is the most value to members.
- What does affiliation give them that belonging to a club alone doesn't get them?
- If a club is a product, why would people buy it? How does the SCA provide things so that clubs can create their product?
- Members do not join to become a member of the SCA; they join for what the club offers.
- Why is our club successful? Clarity of goal or product – club philosophy.
- Delivery mechanisms – how do we get the products to the clubs
- Sharing club successes with other clubs
- Not just a point in time initiative – needs to be captured for long term use
- Branching out we can gain members through networking with other sport clubs and telling them about us This may draw members to sca
- Tools need to be broad for use with all clubs
- “How to choose a cycling club.” – Article on Horizon website.
- How does the SCA support the clubs get members/programs: help clubs to develop i.e., liaison to other groups; info sharing between clubs. Tools for clubs to help develop club. SCA should motivate clubs to better themselves.
- How are things delivered to the clubs? How to get products to clubs; clubs share success stories with each other; things shouldn't be a one shot effort, deliver them over and over again. One size fits all doesn't work. Different stages to the clubs (starting, running, developing or branching out)
- Orientation package need to be better; updated; specific to type of club; mentor club new club presidents with old presidents; Communication of benefits
- club mark of excellence from CCA i.e. stars for achieving different levels
- Volunteers – recognize and value; find ways to recognize volunteers in a different way i.e., official pins for volunteering for 5 years etc.
- Mutual benefits between clubs vs the SCA
- Soft items – join because you are supporting an organization that does advocacy
- Need to identify what is a successful club i.e., offer regular rides that go on time; people are friendly; offer learn to rides “boot camps”; core leadership; programming (camps); cross club events
- Cross sport events – partner events
- Club ownership of programs
- Offering of programs “Learn to Ride”
- Recruitment of youth and parent volunteers
- Provide leadership tools to clubs so they can improve and develop their clubs “How to Guides”
- Give the clubs the tools to be independent
- BMX clubs very important to encourage
- MAP \$ incentives to attend 1 day workshop on “how to run a club”
- Increase club fees – making them a multi-club membership
- Encourage clubs to develop coaches, leaders and youth specific programs
- Need to come from top down and from bottom up

### 2. Marketing

- Creating interest in the product.
  - Why would you want to be involved in organized cycling?
  - Recruitment
  - We need to develop a SCA “culture” of information sharing
  - Has the SCA really embraced their membership – does it really see itself as a collection of its members?
- How can members be active in other clubs without joining every club? This is a barrier to club membership.
- Emerging segment of cycling – ecological, lifestyle, culture
- Important to not only to adopt new ways – but to also do new things
- SCA doesn’t need to delivery everything but we can influence others to do thing
- Who is the market?
- Cross marketing sport – not the usual sports because they know about us already i.e., hockey, soccer, etc...
- Sask Parks – gov’t organizations – Sask Cycling name must be out there.
- Advocacy/public relations
- Brand awareness/advertising the SCA
- More equipment (trainers) – let people know and they will come
- Youth development and communication – need more youth; need to adopt the :let’s ride program of the SCA –need High School sports – cyclo-cross is a perfect cross over sport to piggyback off of.
- MS tour – get on their brochure.
- Tags to put on bikes that are sold –must have the SCA website – 5 points of info on the tag – no more
- SCA brochure
- Decal – yes – should be part of membership and fee increased at SCA/Club level to pay for it over extended period.
- “Speakers Bureau” of our athletes
- Website redesign
- Tags on bike being sold at Canadian Tire, etc.
- Flyers to schools
- Attend Community sign up nights, leisure guides – but need programs to “sell”
- School-based cycling clubs & University clubs
- Promote “family/Healthy lifestyle” “join a bike club”
- If club development is creating the product, marketing creates interest in the product. Need to find out why people would be interested in cycling to help find out how to market.
- Who is the market – what is the spectrum of ages.
- Decide who we are and we can market our self

## 1. Communications

- Joining SCA to find out what is going on
- Need to communicate better and used the communications tools more effectively
- Lack of communication – the plan isn’t set early enough and when it is sent out it is too late. Services are not known. Board orientation package is there but not communicated to the members.
- Website redesign/podcast
- Avenue for membership to provide info going “up”
- “wiki’ page for internal club use; external membership use
- SCA webpages should be topic centric rather than event centric; with links to clubs
- Different club schedules on SCA website and on calendar
- Prairie Pedaler –no change
- Cycling Shorts – raise its profile, flag its importance; confer to “Blog” site
- Club webpages important – SCA should insist on and provide base level webpages if club can’t provide
- Increase communication of SCA member successes
- Clubs should take responsibility to notify SCA and PR of member success and opportunities and achievements...
- Podcast to inform people
- Make website more user friendly with more info
- What do we need more communication of – but the items should be specific
- How do get more information from the membership to us.
- SCA must provide knowledge generally about what is happening in Sask to the membership
- Need to use the communications we have more effectively and figure out what are the messages.

## From the break out groups the following important strategic goals were created:

<b>Club Development</b>
<ul style="list-style-type: none"> <li>• Provide Leadership tools and skills for clubs to become stronger.</li> <li>• Define what is a strong club and communicate to the clubs via website which gets the information to the broad base of membership (includes programs)</li> <li>• Volunteer and members; must recruit, retain and recognize</li> <li>• New club development – encourage clubs in different areas of the province and in sectors where there are none (BMX)</li> </ul> <p>** Ask First – (what the club wants)</p>
<b>Marketing</b>
<ul style="list-style-type: none"> <li>• <b>Brand Awareness of Cycling/ How to market SCA and clubs</b></li> <li>• <b>Why and why not do people cycle (and join organized cycling) research</b></li> </ul>
<b>Communication</b>
<ul style="list-style-type: none"> <li>• <b>Website redesign</b></li> <li>• <b>Need to engage clubs and members</b></li> <li>• <b>Need for 2-way communication</b></li> <li>• <b>Development of a sharing culture i.e., share successes</b></li> </ul>

## Strategic Goals, Key Actions and Tasks

STRATEGIC GOAL: CLUB DEVELOPMENT					
Key Action	Tasks	Who	10/11	11/12	12/13
Provide Leadership tools and skills for clubs to become stronger.	Visit Clubs (phone or in person) <ul style="list-style-type: none"> <li>• Inventory of clubs and programs</li> <li>• Determine wants of the clubs from the club visits</li> <li>• Ask for favorite rides/tours to publish on SCA website under the “Ride Guide” web page</li> </ul>	Development Coordinator	X	X	X
	Club Development Seminars - orientation	Executive Director/President	X	X	X
	Build programs to meet needs. Deliver & post new programs to the SCA website.	Development Committee/ Development Coordinator		X	X
	Inventory of what the SCA has to offer	Staff	X		
	Develop coaches, volunteers need more specific i.e., hosting coaching clinics <ul style="list-style-type: none"> <li>• Host a Community Initiative coaching course</li> <li>• Host a Ready to Race Part A &amp; B</li> <li>• Develop an inventory of BMX coaches and officials</li> </ul>	Development Committee/Staff	X	X	X
	Develop coaches, volunteers need more specific i.e., hosting officials and coaching clinics <ul style="list-style-type: none"> <li>• Host a road officials course in odd years</li> <li>• Host a MTB officials course in even years</li> <li>• Develop an inventory of BMX officials</li> </ul>	Technical Committee/Staff	X	X	X
	Incorporate LTAD into SCA program. Firstly define which programs and- Secondly revise/implement programs with a LTAD objective i.e., <ul style="list-style-type: none"> <li>• Learn to ride/races/training</li> <li>• Provincial Sask Cup Series add a “kids” friendly race</li> </ul>	Development Committee/Staff		X	X

	Incorporate LTAD into SCA program. Firstly define which programs and- Secondly revise/implement programs with a LTAD objective i.e., <ul style="list-style-type: none"> <li>Cup series to determine how races meet development needs stage-by-stage; adjust rules, hosting policies accordingly</li> </ul>	Technical Committee/Staff		X	X
Define what is a strong club and communicate to the clubs via website which gets the information to the broad base of membership (includes programs)	Define a strong clubs i.e.: <ul style="list-style-type: none"> <li>Has cyclist of all age groups and all skills and strengths</li> <li>Has strong social and fun element</li> <li>Offers skill development programs and maintains them</li> <li>Club maintains sufficient volunteers and officials to host events independently</li> <li>Has a sponsor base</li> <li>Active Website</li> <li>Advertising its existence</li> <li>Fee-for-service programs</li> </ul>	Executive Committee/Executive Director		X	
	Web page for clubs only – clubs receive a login in code On the page: <ul style="list-style-type: none"> <li>Defines a strong club</li> <li>Provides information on how to improve., how recruit/retain; policy and procedures; finance;</li> <li>Canned learn to program</li> <li>Affiliation form</li> <li>Event sanction application form</li> </ul>	Executive Director	X		
	Implement the CCA’s National club development Quality Program	Executive Committee/Executive Director		X	
Volunteer and members; must recruit, retain and recognize	<b>Recruit</b> <ul style="list-style-type: none"> <li>Brochure “Join a Cycling Club”</li> <li>Website change to reflect membership and the join a club concept; notice on the website in location where no clubs exist “if you are interested in developing a club in your area; contact the SCA”</li> </ul>	Executive Director	X		
	<b>Retain</b> <ul style="list-style-type: none"> <li>Revamp MTB race categories</li> </ul>	Technical Committee	X	X	
	<b>Retain</b> <ul style="list-style-type: none"> <li>Convert Elite athletes into coaches and mentors</li> </ul>	High Performance Committee	X	X	
	<b>Recognize</b> - Recognize and broadcast success and opportunities for all ages and all sectors of cycling <ul style="list-style-type: none"> <li>Notice on web page</li> <li>Press releases</li> <li>Awards Gala</li> <li>Encourage clubs to report to the SCA their successes. E-mail a monthly request from the club for an update of successes.</li> </ul>	Vice President Public Relations/Executive Director	X	X	X
New club development – encourage clubs in different areas of the province and in sectors where there are none (BMX)	<ul style="list-style-type: none"> <li>Contact communities without clubs; Contact regional sport zone reps or recreation director</li> <li>Create a video to promote cycling as an option for off-season training for winter/other sports. Video sent to winter sports to add to their website.</li> <li>Create a method of accumulating video/photos of clubs/SCA activities.</li> <li>Identify community partners</li> </ul>	Development Coordinator	X	X	X
<b>STRATEGIC GOAL: MARKETING</b>					
Key Action	Tasks	Who	10/11	11/12	12/13
Brand awareness of cycling	Create awareness of the SCA with agencies: Tourism, Parks and Recreation, Trails Association, Sask Snowmobile Association, etc (Cross link websites)	Executive Committee		X	

	Bike Show and Swap combined with a Bicycle film festivals – partner with another Association.	Executive Committee			X
	Provide shops with tags, Join a Bike Club Brochure and pamphlet racks.	Executive Committee /Staff	X		
	Take advantage of local broadcasting i.e., SaskTel mysask.com; Access Communication’s Around Town, You Tube etc	All Committees/Staff	X	X	X
	Get the message out (Pedal Magazine; lifestyle media, cycling shops)	All Committees/Staff	X	X	X
	SCA van/trailer – Park in public places <ul style="list-style-type: none"> <li>• Create wrap for trailer</li> <li>• Update wrap on van</li> </ul>	Executive Committee		X	X
How to market SCA and clubs	Fundraise the SCA as a whole (fun, fitness, social); creates fundraising opportunities) with the goal to increase funding for HP programs/coach <ul style="list-style-type: none"> <li>• Develop a fundraising committee/chair?</li> </ul>	Executive Committee	X		
	<ul style="list-style-type: none"> <li>• Define a fundraising campaign</li> </ul>	Chair of Fundraising		X	
	<ul style="list-style-type: none"> <li>• Implement fundraising campaign</li> </ul>	Exec Comm./staff		X	
<b>STRATEGIC GOAL: COMMUNICATION</b>					
Key Action	Tasks	Who	10/11	11/12	12/13
Website redesign	Update HP pages on website	High Performance Committee	X	X	X
	Sponsors – better position on the website	Executive Director	X		
	Web page to reflect our target market so we can fundraise successfully	Executive Director	X		
	Website re-design/develop Web site (investigate content management system)	Executive Director	X		
	Action rides to entice younger cyclists into HP (more in-province camps)	High Performance Committee			
Need to engage clubs and members	Mentorship system (HP athlete bogs)	High Performance Committee	X	X	X
Need for 2-way communication	Should let clubs know who to call regarding cyclists wanting to join HP, or who wants to coach; race and train opportunities - ensure HP web pages are updated	High Performance Committee / Executive Director	X	X	X
	Wiki’s, blogs, forums, Twitter (feedback mechanism)	Executive Committee			
Development of a sharing culture i.e., share successes	HP forum: access limited to HP	High Performance Committee	X	X	X