

**HATTERS WHO
LOVE TO CYCLE**



BIKE MEDICINE HAT

STRATEGIC PLAN 2021



Bike Medicine Hat is a member-supported nonprofit organization. We aim to help guide policy development, initiate and contribute to bike and pedestrian friendly infrastructure projects, and promote education on safe and inclusive cycling.

MISSION

To create a community where cyclists of all ages and abilities can cycle safely, efficiently and comfortably to wherever their destination happens to be.

OUR CALL TO ACTION

We asked our members what their vision was for cycling in Medicine Hat. Overwhelmingly we heard they wanted better connectivity and safety; dedicated bike lanes, trails that are better connected, the ability to get from A - B safely, and safe infrastructure for children and riders with low confidence to be able to ride are a few examples of the comments we received.

We all recognize and value the amazing leisure trail network that we are fortunate to have in our City, however we know that the existing network is largely situated in natural areas and does not connect to many of the places that people live, work and visit. Travel on roadways is required for the start, end or in between of most cycling journeys and this is a far different experience than riding on a leisure trail.

Safety and accessibility are key barriers that prevent people from cycling as a viable form of transportation within our community.



MORE THAN JUST BIKES

CREATING AN ENVIRONMENT THAT IS INVITING FOR CYCLING, WALKING AND OTHER FORMS OF ACTIVE TRANSPORTATION CAN MAKE MEDICINE HAT AN EVEN MORE VIBRANT PLACE TO LIVE FOR ALL CURRENT AND FUTURE RESIDENTS. BIKE MEDICINE HAT WILL ADVOCATE FOR, AND WORK TO ENSURE, CYCLING, WALKING AND OTHER MODES OF ACTIVE TRANSPORTATION ARE A SAFE AND CONVENIENT OPTION FOR EVERYONE.



OUR BELIEFS

Combined with our core values, the following beliefs comprise the foundation of our work:

Every person, even those who do not ride bicycles, benefits from bicycling.

Every bicycle ride should be safe and convenient.

Riding bicycles benefits our community, our environment and our physical and mental wellbeing.





WHO WE ARE & OUR CORE VALUES

How we conduct ourselves is as important as the strategies we will implement to realize our vision. Our core values are:

INCLUSIVITY - We value and proactively engage people of diverse backgrounds and perspectives, and we act with kindness and respect.

COLLABORATION - We value and seek purposeful long-term partnerships, to work with organizations and communities to make a positive impact and connect others so they can form valued partnerships as well.

COURAGE - We take a stand on issues important to people who ride bikes, and do so with humility.

CREATIVITY - We take risks to discover new and creative ways to accomplish our goals, even when confronted with unforeseen challenges.

CURIOSITY - We are curious, open-minded, active listeners, eager to improve and willing to learn.

EQUITY - We use our skill and passion to ensure all people on bikes are treated equitably in Medicine Hat.

HONESTY - We are transparent, honest and do what we say.

GOAL #1: Create safe places to bike and walk for everyone

Every person, regardless of their background, should be able to move around our City conveniently and without fear of injury. This requires Bike Medicine Hat and leaders at all levels of government to understand the concerns of bicyclists and pedestrians, to think very differently about the use of public space and be willing to lead change, even when such change is not politically expedient.

To accomplish this goal, we will:

- Deepen our relationships with elected officials and city staff to proactively draft and pursue shared goals that advance the interests of cyclists and pedestrians**
- Be an ally to decision makers and leaders that share our vision and an advocate for those that have yet to seek a better transportation future**
- Seek out increased funding for bicycle infrastructure and support the adoption of walk and bike friendly street design standards.**
- Understand barriers in bicycle safety and accessibility to address the needs of all people, regardless of skill level, background or where they live.**

A background image showing a man and a young girl riding bicycles outdoors. The man is on the left, wearing a grey t-shirt and white shorts, riding a purple bike. The girl is on the right, wearing a light blue sleeveless top and white shorts, riding a pink bike. They are both wearing helmets and smiling. The background is a soft-focus view of trees and a path.

GOAL #2: Develop safe behaviors and skills

Provide educational resources and training to expand the knowledge, skills and awareness of children and adults using roads, paths and trails to ensure safer experiences for all. Regardless of transportation mode, all road users are responsible to keep each other safe on public right of ways. We will work to fill gaps in knowledge, skills and awareness through our education programs and partnerships, and pursue long-term solutions so that users of roads, paths and trails are informed, confident and accountable.

To accomplish this goal, we will:

- Collaborate with partner agencies to provide educational content that prepares children and adults to ride a bike safely and with confidence.**
- Collaborate with partner agencies to develop, maintain and deliver high quality educational content to support future and existing drivers to safely use roads with bicyclists, pedestrians and people on other mobility devices.**
- Establish partnerships with organizations, governments and businesses to reach new audiences through education that is engaging for all children and adults.**

GOAL #3: Shift public opinion

Advance the beliefs and perceptions of the general public so the many benefits of bicycling are valued by all, including those who do not ride a bicycle. The public's dominant views of bicycling and what it means to be a bicyclist must change. A "bicyclist" should be any person who rides any type of bicycle for any purpose. Period. We also must change beliefs on how best to travel throughout our communities, with the bicycle as a viable and mainstream mode of transportation for local trips.

To accomplish this goal, we will:

- Craft and implement a communications plan that shifts the beliefs and perceptions of bicyclists and the general public across our City. Partner with local advocates, media, businesses and other organizations to develop and distribute impactful messaging.**
- Create and strengthen engagement experiences that appeal to bicyclists and the general public and that celebrate and underscore the many benefits of riding bicycles. Partner with businesses and other organizations so they can better promote viable transportation options and to extend our reach.**
- Educate the media and public about language and messaging around traffic safety.**

GOAL #4: Build the movement

Build a large, inclusive, diverse and engaged movement of bicyclists and advocates for bicycling in Medicine Hat. The impact we have, including our ability to create safe and convenient places to ride for everyone, is directly connected to the size, diversity, and inclusiveness of the movement and the actions that members take. We must encourage and make it easy for any person or organization to join the movement and take action in ways that are meaningful to them and that advance our shared cause.

To accomplish this goal, we will:

- Ensure the movement is welcoming to all individuals and organizations who embrace our core values.**
- Understand the aspirations and concerns of all members of the movement.**
- Regularly share information on what is impacting bicycling and the bicycle advocacy movement with members and the general public.**
- Connect and convene those currently or potentially interested in bicycling in order to share ideas, inspiration, tools and resources.**
- Create opportunities for individuals and organizations to take action in ways that advance the work of the movement.**
- Establish partnerships with organizations and businesses that have goals similar to Bike Medicine Hat (e.g., safety on our roads, physical and mental well being) but are not currently supporting bicycling.**
- Establish and operate a chapter of Cycling Without Age.**

GOAL #5 Create a high-performing team

Operate with purpose, efficiency, and impact using our core values as our guide. Delivering results requires that Bike Medicine Hat be a great team. We will attract and cultivate people who offer diverse perspectives and have a passion for bicycling and community building; we will provide every team member opportunities and support to make a difference, to learn new skills, and to grow; and we will develop a values-based culture and sustainable systems and structures to maximize our impact.

To accomplish this goal, we will:

- Establish measures for all goals and actions in this plan, regularly assess and communicate our performance against these measures and our core values, and implement course corrections as needed.**
- Attract, develop and retain an inclusive and collaborative team with the diverse experience and skills needed to realize our vision; provide learning experiences that enable everyone to advance and expand their impact over time.**
- Ensure the work environment, for both Board members and casual volunteers, is welcoming to any person who shares our core values.**
- Create systems and culture to promote transparency, communication and collaboration.**
- Implement strategies to diversify our sources of revenue needed to implement this plan and realize our vision.**
- Operate with fiscal prudence to ensure our financial strength.**
- Support our Board of Directors so that each member fulfills their responsibilities and maximizes their impact.**

OUR COMMITMENT TO DIVERSITY, EQUITY & INCLUSION

We are dedicated to ensuring that Bike Medicine Hat and our movement are diverse, equitable and inclusive. It is our responsibility to thoughtfully serve and represent all Hatters who want to ride bicycles; doing so makes our movement stronger. It is also, simply, the right thing to do.

To meet this commitment, we will deepen our understanding of and prioritize our work in these areas. By building new and existing partnerships and elevating the voices of underrepresented populations, we will identify, understand and remove barriers that prevent all people from experiencing the many benefits of bicycling. We will proceed with humility and empathy; seek out and actively listen to all perspectives; examine, question and learn from assumptions and biases; and encourage our current members and supporters to join us on this journey.

**JOIN THE MOVEMENT TODAY AT
www.bikemedicinehat.com**