

À VÉLO  
SANS ÂGE  
CANADA



CYCLING  
WITHOUT AGE  
CANADA

# Cycling Without Age Canada **STRATEGIC PLAN**

# A MESSAGE FROM JANE



**Jane Hu** (she | her | elle)  
Executive Director | Directeur exécutif

In an era marked by technological advancement and rapid urbanization, our society often finds itself at a crossroads, grappling with issues of mobility, social isolation, and inclusivity. It is in this context that Cycling Without Age stands as a beacon of hope and a catalyst for change. As we embark on our strategic journey, we are excited to present our vision for the future, encapsulated within the pages of this strategic plan.

Cycling Without Age Canada, a proud affiliate of the global Cycling Without Age movement, was born out of a simple yet profound idea: to bring the joy of cycling to those who may have lost touch with the wind in their hair and the world outside their windows. Founded on the principles of compassion, community, and the belief that everyone, regardless of age or physical ability, deserves to feel the freedom of the open air, Cycling Without Age Canada has touched the lives of countless individuals across our vast and diverse nation.

In this strategic plan, we chart our course for the coming years, guided by our mission to enhance mobility, build community bonds, and promote inclusivity among Canadians. Through a comprehensive and forward-thinking approach, we aim to not only continue our impactful work but also expand our reach, influence, and effectiveness.

As we delve into the details of this plan, you will discover our strategic priorities, which include:

**Expanding Our Reach:** Increasing our presence and impact to reach a broader audience and serve more individuals in need.

**Fostering Community:** Strengthening the sense of community and collaboration among our volunteers, passengers, and partners.

**Building Capacity:** Enhancing our organizational capabilities and resources to better fulfill our mission and objectives.

**Exploring Beyond the Bike:** Venturing into new initiatives and innovative approaches that go beyond our traditional cycling services.

As we move forward, we invite our partners, supporters, volunteers, and the wider community to join us in this inspiring journey. Cycling Without Age Canada's strategic plan is not just a roadmap; it is a testament to our unwavering dedication to a more inclusive, compassionate, and connected Canada.

Together we will pedal towards a brighter future, where the wind in our hair and the laughter in our hearts transcend age, ability, and circumstance. Join us as we embark on this transformative path, where cycling is not merely an activity but a conduit to happiness, freedom, and the power of human connection.

# OUR WHY



## MISSION

Cycling Without Age Canada aims to reduce social isolation by providing comfortable and safe access to adaptive cycling. We promote positive social change for people of all ages, abilities, cultures and backgrounds.

## VISION

We envision a Canada where everyone can connect with the community in which they live and with others to enrich their quality of life. We believe everyone has the right to experience the wind in their hair.



# GUIDING PRINCIPLES



## GENEROSITY

Cycling Without Age is based on generosity and kindness. It starts with the obvious generous act of taking one or two mobility-impaired people out on a bike ride. It's a simple act that everyone can do.

## STORYTELLING

Passengers, especially older adults have so many stories that will be forgotten if we don't reach out and listen to them. We tell stories, we listen to stories on the bike and we also document the stories when we share them via word of mouth or on social media.

## RELATIONSHIPS

Cycling Without Age is about creating a multitude of new relationships: between generations, among people of all ages, between pilots and passengers, care home employees and family members. Relationships build trust, happiness and quality of life.

## SLOWNESS

Slowness allows you to sense the environment, be present in the moment and it allows people you meet along the way to be curious and gain knowledge about Cycling Without Age because you make time to stop and talk.

## WITHOUT AGE

Life unfolds at all ages, young and old, and can be thrilling, fun, sad, beautiful and meaningful. Cycling Without Age is about letting people age in a positive context – fully aware of the opportunities that lie ahead when interacting in their local community.

## LEADERSHIP

Everyone can be a leader. We all have the ability to influence, inspire and help others become their best selves. We continuously seek to gain trust, accept accountability for our actions and ensure transparency in all that we do.

# 4 AREAS OF STRATEGIC FOCUS



## MANDATE

Our mandate is to promote and steward the Cycling Without Age movement across Canada.

## ROLE

The Cycling Without Age Canada National Chapter is primarily responsible for expanding the number of local chapters across Canada, implementing national initiatives to support the ongoing operations of all Canadian chapters and forming strategic partnerships for the benefit of the Cycling Without Age movement across Canada.

**1** EXPANDING OUR REACH

**2** FOSTERING COMMUNITY

**3** BUILDING CAPACITY

**4** EXPLORING BEYOND THE BIKE

## EXPANDING OUR REACH

Cycling Without Age Canada will work to expand the Cycling Without Age movement in Canada. We will encourage and make it easy for any person or organization to join and operate in ways that are meaningful to them and that advance our shared cause.



### WE WILL KNOW WE ARE SUCCESSFUL WHEN:

- Our members understand the perspective, motivations and interests of potential chapters.
- Potential chapters seek out Cycling Without Age Canada.
- New chapters are sufficiently equipped to launch an effective and sustainable program.

### WE WILL MEASURE OUR PERFORMANCE BY:

- Number of inquiries
- Number of new chapters
- Number of bikes

DID YOU  
KNOW?



CWA Canada has expanded to **131 communities** in 9 provinces, 1 territory, and 2 First Nations.



**191 trishaws** are actively engaging seniors in their communities.

## FOSTERING COMMUNITY

# 2

Cycling Without Age Canada will cultivate a sense of pride in being part of the Cycling Without Age movement. We will continue to foster peer to peer relationships where members share ideas, inspiration, tools, best practices and resources. We will create opportunities to engage chapters in advancing the work of Cycling Without Age.



### WE WILL KNOW WE ARE SUCCESSFUL WHEN:

- Chapters actively participate in Cycling Without Age Canada national initiatives.
- Chapters independently cultivate relationships within the Cycling Without Age community.
- Chapters feel that they can rely on each other and that their opinions and ideas are respected.

### WE WILL MEASURE OUR PERFORMANCE BY:

- Number of volunteers hours
- Chapter participation



We're grateful to CWACA for assisting with volunteer recruitment. Thank you immensely.

– Stephanie Martin,  
Greater Edmonton Foundation

**The Cross Canada meetup tonight was a great meeting. I learned a lot from the other participants and now feel confident we are on the right track with getting our program up and running.**

– Karla Mills,  
Elliot Lake XC Ski & Bike Club

Cycling Without Age Canada has been a valuable resource—very supportive and always accessible. When it comes to trouble shooting any issues or concerns that chapters in my area may have it is reassuring that there is someone (another chapter/ ambassador) to talk to across Canada.

– Gary Bradshaw, Ambassador, Ottawa



## BUILDING CAPACITY

# 3

To sustainably grow and thrive, Cycling Without Age Canada will optimize Cycling Without Age's potential across Canada through the focused development and sharing of relevant financial, people and operational resources.



### WE WILL KNOW WE ARE SUCCESSFUL WHEN:

- Capacity-building resources are well used and have a positive impact on local Cycling Without Age chapter operations.
- Donors, sponsors and partners share in our mission and invest in Cycling Without Age Canada ensuring its ongoing sustainability.

### WE WILL MEASURE OUR PERFORMANCE BY:

- Number of donors and sponsors
- Number of rides
- Use of National Resources
- Chapter sustainability over time

**We extend our gratitude to CWACA for their support and knowledge in guiding us as we embarked on the journey of launching our chapter. Through your mentorship, stories of connections, and shared learnings we were able to quickly transition from idea to actualization.**

*- Brenda, Chapter Lead*

# EXPLORING BEYOND THE BIKE

# 4

In collaboration with national, regional and local advocates and educators across Canada, Cycling Without Age Canada will endeavour to understand the societal benefits and barriers to cycling accessibility and safety. We will advocate on behalf of seniors and other mobility restricted people to promote improved active transportation infrastructure.



## WE WILL KNOW WE ARE SUCCESSFUL WHEN:

- Cycling Without Age Canada is invited to participate in social policy discussions and decisions that impact our passengers' quality of life.
- Our members understand how they contribute to improving the overall wellbeing of our passengers.
- Our strategy is focused on areas where we can have the most impact.

## WE WILL MEASURE OUR PERFORMANCE BY:

- Impact Reports
- Level Engagement
- Number of Referrals
- Chapter Sustainability

## DID YOU KNOW?

Social isolation increases our chance of developing dementia by 60%.

– Canada Public Health

**Research shows that an estimated 30% of Canadian seniors are at risk of becoming socially isolated. When organizations from various sectors join together to find community-wide solutions, there are often many positive results, which extend beyond the lasting impact of the program or idea they produce.**

– The Federal/Provincial/Territory Working Group on Social Isolation and Social Innovation

## STRATEGIC RELATIONSHIPS AND KEY RESOURCES

Our ability to achieve our vision of a Canada where everyone can connect with their community and live quality lives depends on developing strategic partnerships and shared resources. While these are not mutually exclusive to one strategic area of focus, for the purposes of understanding the scope of the people and resources necessary to ensure our success, we have aligned them with each of the strategic areas of focus.

### STRATEGIC RELATIONSHIPS

Cycling Without Age Canada will forge strategic partnerships across Canada with organizations and individuals that have similar goals. This may involve establishing new national partners and/or leveraging established local or regional partnerships.

#### EXPANDING OUR REACH

- Care home leadership
- Community service organizations
- Municipal governments
- Cycling groups

#### FOSTERING COMMUNITY

- Global Cycling Without Age
- Canadian chapters
- Ambassadors
- Pilots
- Passengers
- Volunteers

#### BUILDING CAPACITY

- Corporate donors and sponsors
- Community foundations and other granting organizations
- Insurance companies
- Bike supply, safety and maintenance resources

#### EXPLORING BEYOND THE BIKE

- Governments - local, regional and national
- Advocacy groups
- Educational institutes
- Wellness and therapeutic community

### KEY RESOURCES

The National chapter of Cycling Without Age Canada will collaborate with all local chapters to develop, maintain and make available a suite of resources to support the effective delivery of local programming.

*\*denotes resources currently in place*

#### EXPANDING OUR REACH

- Growth strategy
- Promotional materials
- Operations jumpstart kit\*

#### FOSTERING COMMUNITY

- Chapter directory
- Summits
- Meet-ups\*
- Newsletter\*
- Ambassador program\*

#### BUILDING CAPACITY

- Strategic plan\*
- Fund development strategy
- Brand management\*
- Social media presence\*
- Policy and procedures\*
- Impact repository
- FAQ responses and standardized lexicon
- Training and education
- Risk Management Plan

#### EXPLORING BEYOND THE BIKE

- Theory of Change
- Partnership directory
- Research library
- Presentation library

# ANNUAL OBJECTIVES



## IN 2023 WE WILL:

### EXPANDING OUR REACH

- ✓ Launch French Website
- ✓ Execute 10 Demo Days
- ✓ Execute Smile Parade

### FOSTERING COMMUNITY

- ✓ Initiate Local Meetups
- ✓ Launch Ambassador Program

### BUILDING CAPACITY

- ✓ Deliver Strategic Plan
- ✓ Deliver Governance Policy & Procedures

### EXPLORING BEYOND THE BIKE

- ✓ Maintain Existing Strategic Advocacy Relationships
- ✓ Finalize Green Health Care Partnership Agreement

## IN 2024 WE WILL:

### EXPANDING OUR REACH

- Deliver Growth Strategy
- Deliver a Signature Event
- Create Bilingual Promotional Video
- Significant Presence at a National Conference

### FOSTERING COMMUNITY

- Launch Newsletter
- Expand Meetups
- Recruit Additional Ambassadors
- Gather and Share Stories from Chapters and Ambassadors

### BUILDING CAPACITY

- Deliver Fund Development Plan
- Secure Funding For and Recruit a Paid Administrator
- Develop Standard Lexicon
- Formalize CAN-BIKE Partnership Agreement
- Launch Instagram Account (En/Fr)
- Deliver Strategic Plan
- Develop Performance Measures
- Expand Policy and Procedures
- Develop Risk Management Plan

### EXPLORING BEYOND THE BIKE

- Explore Theory of Change
- Define/Prioritize Advocacy Role
- Determine Key Strategic Partnerships to Support Advocacy Role
- Deliver Standardized Presentation Materials

## OUR IMPACT



### PILOT FEEDBACK

“Thanks to the Villa’s Cycling Without Age program I met Kay. Kay and I were able to share many special memories. As our relationship grew during the rides Kay would tell me stories of her life and her beliefs. She would share with me how proud she was of her Native heritage. She told me the stories of her father building canoes and taking her on trips down the river, with her in the front enjoying the journey. Much like those canoe trips, Kay and I would go on journeys of our own.”

- Jake (17 yrs old)

“I have recently retired, and it has been wonderful for me to stay engaged in my community and offer my services to help support seniors. To give back to the community is really special to me. I have enjoyed it immensely.”

- Alan

“I am having a blast; we are sharing the cycling experience together. I worked in healthcare and social services and done a lot of volunteer work and this is absolutely the most fun I have had.”

- Lorraine

### PASSENGER FEEDBACK

“It makes me feel young again and I like the wind in my face.”

“It’s nice to get out and get some fresh air.”

“The bike makes me feel alive!”

“It reminds me of my motorcycling days.”

“That’s just what I needed to get me out of the dumps.”

### CARE CENTRE FEEDBACK

“We have seen first-hand the joy this experience brings to seniors as they experience a connection to nature and community with each ride”

- AMICA Seniors Lifestyles



À VÉLO  
SANS ÂGE  
CANADA



CYCLING  
WITHOUT AGE  
CANADA



CONTACT:

**Jane Hu** (she | her | elle)

**Executive Director | Directeur exécutif**

Cycling Without Age Canada | Canada vélo sans âge

mobile: **403.703.2533**

email: **[jane@cyclingwithoutage.ca](mailto:jane@cyclingwithoutage.ca)**



EN | FR

EN | FR