



"Eliminating barriers to sustainable transportation"

BIKECHAIN STRATEGIC PLAN 2018-2022

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Key

SM=Shop Manager

ED = Executive Director

B=Board of Directors

ALL = All the above

1. Expectations

Maximize bikes repaired in shop space	Improve workflow of users and volunteers fixing bikes while maintaining safety, quantity and quality standards of repairs.	ED/SM	Ongoing
	1% of budget for conference subsidy and other professional development	B	Annually
Increase sales volume	5-10% increase in sales profit	SM	Annually
Increase donations volume	+ 10 bikes built and sold	SM	Annually, to a cap of 50/annually to keep within Bikechain's capacity
	Increase donation management to reduce clutter in shop	SM	Ongoing
Increase external funding	Emphasize gathering pay-what-you-can donations from shop users	ED/SM	2018
	Pilot annual donation drive	ED	2019

2. Activities

2.1 Space

Increasing Space	Continue to help build the capacity of bike repairs at University of Toronto Mississauga and Scarborough campuses	ED	Annually
Preparing to move to a new location	Plan moving and setting up the shop at the Student Commons building, prioritizing accessibility and workflow in the new space	ED/SM	2019
	Acquire a storage space to deal with donations before Bikechain moves to Student Commons	ED	2019

2.2 Increase Staff

Volunteers

Volunteer outreach	Utilizing social media to reach out to new volunteers	ED	Ongoing
	List of 10 sources for volunteer recruitment with frequency and deadlines for contacting them	ED	2018
	Update list of volunteer recruitment sources	ED	Annually
Use of Volunteer Resources	Revamp volunteer orientation to get a better sense of volunteer abilities. Can be skills unrelated to bicycle mechanics (e.g. graphic design).	ED	2018
	Bridge the gap between volunteer orientation session and initial volunteer sessions (e.g. shadowing experienced volunteers with new ones)	ED	2018
	Review volunteer logging program (update for accessibility)	ED	2019
	Build volunteer appreciation (e.g. staffed volunteer hours, promote parts discount, group rides and other events)	ED	2019

Paid Staff

Work Study	Assess feasibility of regaining work study by partnering with professors or Sustainability Department, pursue if possible	ED	2018
Increase manager hours	Both managers work 37.5 hours per week without pay decreases	ALL	2018
Health benefits	All permanent full time staff to get health benefits	ED/B	2018
Staff training guides	Update staff training guides	SM	As needed

2.3 Increase Funding

Via Sales

Increase awareness/sales strategies	Assess feasibility of better advertising the catalogue and higher end orders	SM	2020
Increase Sales Variety & Display	Small merchandise: buttons, stickers, spoke cards	ED	2020
	Large merchandise: t-shirts, jerseys, cycling caps	ED	2020
	Update merch designs, alternating between large and small merch	ED	Annually
	1 additional distributor for parts	ED/SM	2022

Via Donations

Increase sustainable funding mechanisms	APUS Levy of \$0.25	ED	2018
	Staff/Faculty set pay what you can contribution for using Bikechain	ED	2018
	APUS levy in effect	ED	2019
	Increase student levy (UTSU and/or GSU)	ED	2020
	Find food and drink sponsor for staff and volunteer appreciation (e.g. Harvest Noon or Second Harvest)	ED	2020
	Alumni association donations	ED	2021

Via Grants

Grant acquisition	Board members research several new sustainable funding sources (grants, etc.)	B	2020
	Create a grant bank and templates for filling out forms	ED	2020
	Grants for purchases of goods, \$5000 (e.g. MEC grant)	ED	Annually

3. Improve Efficiency

3.1 Use of Staff

Build staff skills	Create professional development opportunities for staff (e.g. attending Bike!Bike! or taking a course relevant to building their capacity as staff)	B	Annually
	Continue to support staff to utilize applicable skills that can help the growth of Bikechain (e.g. computer science skills to help improve our volunteer signup sheet)	ED	Annually
Staff Performance Review	Check in with permanent full time staff to make sure their skills are being appropriately used and their capacity is being built where they have interest	B	Annually

3.2 Use of Resources

Improving Use of Front Area of Bikechain	Promote use of Bikechain library	ED	2018
	Prioritize creating a desirable waiting area for participants in the new space (as well as any interim improvements in the old space)	ED	2020

3.3 Use of Time

Improve sign-up process for workshops and other events	Use event sign up website to track attendance for events and workshops.	ED	2018
	Provide alternative sign up method offline for accessibility of workshops	ED	2018
	Start to track consistent no shows to workshops and follow-up with them as needed	ED	2018
Shop hours specialization	Promote volunteer hours for volunteers to work on their bike outside of regular shop hours.	SM	2019

4. Maintain & Grow Bikechain

4.1 Ongoing Responsibilities

Financial	Assemble estimated cost of all 2-year strategic objectives for budgeting and possible grant opportunities	ED	Annually
	Ensure reporting requirements of financial policy are met	ED	Ongoing
	Spending limits are known and followed	ED	Ongoing
	Ensure use of organizational discounts or perks to fund other activities (e.g. using ONN for employee health insurance)	ED	Ongoing
Verification of Status	Verify adherence to status fulfillment requirements and update accordingly (i.e. non-profit status)	ED	Ongoing

4.2 Annual Updates

Annual Updates	Strategic plan follow through. Create strategic planning brainstorming table to be revised at general board meetings	ED/B	Ongoing
	Update Operations Manual	SM	Annually
	Revise and update ED handbook	ED	Annually
	Budgetary and Auditor Information Prepared	ED	Annually
	Make annual report and other governance materials available to the public online	ED	Annually

4.3 Policy

Good NPO governance	Board Manual Updated	B	As needed
	Develop annual board calendar	B	2018
	Create board gmail account to facilitate transition	B	2018
	Voter engagement	B	2019
	Board accountability policy	B	2019
	Waste Diversion Policy	SM	2019

4.4 Leadership Development

Board training	Organizational training for new board members (Governance, Finance, etc.)	B/ED	Annual
	Board training policy for former board to support new board	B	2018
	Process for conference subsidy	B	2021
Organizational Guidance	Solicit professionals to aid in organizational development issues	B	As needed

5. Promote Bikechain

5.1 Outreach Locations

Flyer Buildings	Flyer Bikechain materials at orientation and other pertinent events	ED	Annually
Residences	Outreach to residence coordinators to promote Bikechain (via email)	ED	Annually
College-by-college	Use college contact list to distribute Bikechain swag/flyers to new students	ED	Annually
Improve wayfinding	Improve signage leading people to Bikechain on Bancroft Avenue in collaboration with UofT Facilities & Services	ED	2018
Outreach for WTF	Outreach promoting WTF at LGBTQ spaces	ED	2018
Campus Tours	Add Bikechain to campus tours for new students	ED	2020
Bike Shelter	Branded covered bike parking for 20-50 bikes near Student Commons	ED	2022

5.2 Learning Materials

Provision of learning materials	Bikechain flyers in frosh orientation kits	ED	Annually
	Bike maps in frosh orientation kits	ED	Annually

5.3 Internet

Web & social media based	Social media presence (Instagram, Facebook)	ED	Ongoing
	Link map of bike racks at UofT to Bikechain website	ED	2017
	Pilot using tablet to track purchases in shop space	ED	2017
	Add new platform (e.g. Snapchat & Instagram stories)	ED	2020
	Videos on bike maintenance, commuting, touring, other relevant topics, linked to our webpage	ED	2019
Board Recruitment	Make publically accessible version of board manual to post online	B	2019

6. Expand Core Services

6.1 Fixing

Fixing @ Residences	Follow-up with residence coordinators on past installation of pumps and Bikechain adverts	ED	2018
	Track where pumps are located	ED	Ongoing

6.2 Lending

Parallel long term rental program (income model or co-op model)	Assess feasibility of long term rental program	ED/SM	2020
	Design & implement pilot programme for full school term lending	ED/SM	2021
	10 refurbished bikes available for full school term rental	ED/SM	2022

6.3 Bike Advocacy

Commuter support	Safe commuting program/group rides	ED	2021
Bike advocacy at UofT	Lobby UofT admin, F&S, planning, etc... for better bike infrastructure on campus (e.g. long term bike parking, sheltered bike racks, bike routes)	ED	Ongoing

6.4 Bike Community Involvement

Events	Monthly shop outing, seasonal potluck & party	ED	Annually
	Bike Month participation	ED	Annually
	Bi-annual shop “spring cleaning” (with a party)	SM	2019
Allies contacts list	Update list of local bike shops and bike NPOs	ED	As needed
Community Partnerships: in-kind donations, etc. At least 1 annually	Donations from local bike shops and other relevant organizations (e.g MEC)	ED	Ongoing
	Offer expertise, overstock, and in-kind training to related cycling organizations to share knowledge when relevant	ED	Ongoing

7. Accessibility

Training	Anti-oppression training for board, staff, and volunteers, specifically targeting accessibility and mental health	ED	Annually
Targeted programming	Women, trans and Femme (WTF) nights	ED	Ongoing
	Assess feasibility of a person of colour (POC) night, American Sign Language (ASL) night or other targeted programming in the shop	ED/SM	2019
	Implement additional shop hours targeting marginalized population in cycling	ED/SM	2020
Physical Accessibility	Complete an accessibility audit of the shop in the student commons	ED/SM	2019
	Improve logbook program (update for accessibility)	ED	2021
Language	Links on website to multilingual resources	ED	2019
	Recruit volunteers and staff who speak multiple languages (add to new volunteer orientation)	ED	2019
	Visual training methods (i.e. exploded diagrams)	SM	2018