

Strategic Review

Please find attached a copy of the KBP draft report to the national committee. Their report was received mid-December and was considered by the committee over the holiday break. There were discussions with KBP during January 2016 and it was agreed jointly that the important issues should be distilled from the draft report by the Committee and released to the Network's local groups and members without the draft report being updated.

This dissemination to the membership occurred during February and March, following a Committee meeting over a weekend in Wellington. A copy of the emails can be accessed from the CAN website [here](#).

There were a number of reasons why the Committee did not release the KBP draft report prior to this process being completed. These were:

- This approach was KBP's understanding of the majority view of those they consulted (listed in the appendix at the back of the report) as to how the findings should be presented to the membership.
- It is often not clear which part of the Network is being referred to as "CAN" and it was felt that the report as it was, would further the mis-understanding that the Network is only the national committee, its employees, contractors and volunteers.
- There were a significant number of questions regarding the proposed Option 3 and how it would work.
- There are inaccuracies in the representation of what currently the Network's structure is, what the national organisation undertakes and how it is funded.
- The draft report is unclear on how the new organisation and the local groups would fit together.
- The situation of the current paid staff was not addressed.
- The additional cost to the Network for the KBP report to be revised.

KBP's diagnosis is that:

- The current CAN national organisational structure was unsustainable.
- Without a significant change in approach and subsequent re-energising, the national organisation of CAN would struggle to:
 - Gain traction and respect as national influencer, coordinator and communicator that supports regional activity.
 - And is the recognised crusader on national non-competitive cycling issues/initiatives.

It was KBP's recommendation that Network takes a more ambitious approach and aspires to be a fully self-sustaining professional, not-for-profit organisation with a Customer-Supplier relationship with local cycling advocacy groups, NZTA etc.

So with that in mind, the Committee have put in place the steps to be explained in Saturday's session at the CAN Do and we have a Notice of Motion to set those steps underway at the coming [AGM](#).

Regards,

Graeme and Will

Co-Chairs

Cycling Action Network

E: graeme@can.org.nz

E: will@can.org.nz



Cycling Action Network
Strategy Review
December 2015



"It is the unknown around the corner that turns my wheels" – Heinz Stucke – Long distance tourer

Prepared by – Iain Miller, Key Business Partners Limited

<u>1. CONTEXT.....</u>	<u>3</u>
<u>2. ACTION – WORK UNDERTAKEN</u>	<u>3</u>
<u>3. DIAGNOSIS.....</u>	<u>4</u>
<u>4. PROCESS AND APPROACH.....</u>	<u>4</u>
MISSION - WHY DOES CAN EXIST?	5
VALUES – WHAT IS IMPORTANT TO US?	5
VISION – WHAT DO WE WANT TO BE?	5
STRATEGY – HOW DO WE WANT TO GET THERE?	5
<u>5. MISSION.....</u>	<u>6</u>
<u>6. VISION.....</u>	<u>7</u>
<u>7. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS</u>	<u>8</u>
<u>8. STRATEGY – WHAT AND HOW?</u>	<u>9</u>
<u>9. STRATEGY – THE VIEW FROM THE BALCONY.....</u>	<u>13</u>
3-5 YEARS – BY 2020.....	14
1-2 YEARS - 2016-17	14
6 MONTHS – MID 2016	15
FIRST 90 DAYS.....	15
<u>10. OTHER MATTERS TO CONSIDER:</u>	<u>16</u>
10.1. MEMBERSHIP.....	ERROR! BOOKMARK NOT DEFINED.
10.2. WEBSITE & SOCIAL MEDIA	16
10.3. THE POTENTIAL OF DIVERSITY	16
<u>11. SUMMARY AND CONCLUSION.....</u>	<u>17</u>
<u>APPENDIX 1: STRATEGY ON A PAGE – OUR RECOMMENDATION.....</u>	<u>18</u>
<u>APPENDIX 2 – CONTRIBUTORS.....</u>	<u>19</u>

1. CONTEXT

The Cycling Action Network (CAN) is facing a number of challenges.

- Disharmony over concerns of the effectiveness and direction of CAN.
- Responding to unprecedented change in funding situation with circa. \$500M now available from Central Govt (via NZTA?) for national cycling initiatives.
- Difficulty in attracting active members who will volunteer time. Those who do are of a similar demographic which means there is limited diversity in thought, experience and understanding.
- Lack of clear, concise strategy that is agreed and communicated across the regional groups – this creates confusion as to accountability and clarity of mission and purpose in the short, medium and long term. This also creates friction and duplication of effort.
- Uncertainty over structure and whether it is fit for purpose.

Key Business Partners has been engaged by CAN to:

1. Understand CAN's current status as viewed by CAN members, regional cycling groups and relevant government agencies.
2. Review current purpose, vision and strategy.
3. Understand the 'lay of the land' and high level issues facing the national cycling lobby, in particular change as a result of increased public funding availability for cycling related infrastructure and initiatives.
4. Outline strategic priorities and options that address current and future challenges, in particular – how should CAN progress and in what form?
5. Prepare a draft strategic plan for consideration by the CAN committee and associated parties.

2. ACTION – WORK UNDERTAKEN

In preparation of this strategy, we have carried out the following:

1. Consulted with a wide range of stakeholders – full list in Appendix.
2. Reviewed CAN literature and social media content.
3. Searched and reviewed examples, reports and strategies from other comparable groups and organisations in NZ and overseas.
4. Reviewed relevant Government initiatives and plans.

3. DIAGNOSIS

We agree with CAN that the current structure is not sustainable. Without a significant change in approach and subsequent 're-energizing', CAN will continue to struggle to gain traction and respect as a national influencer, coordinator and communicator that supports regional activity and is the recognised crusader on national (non-competitive) cycling initiatives.

CAN's website states that it will perform a number of functions:

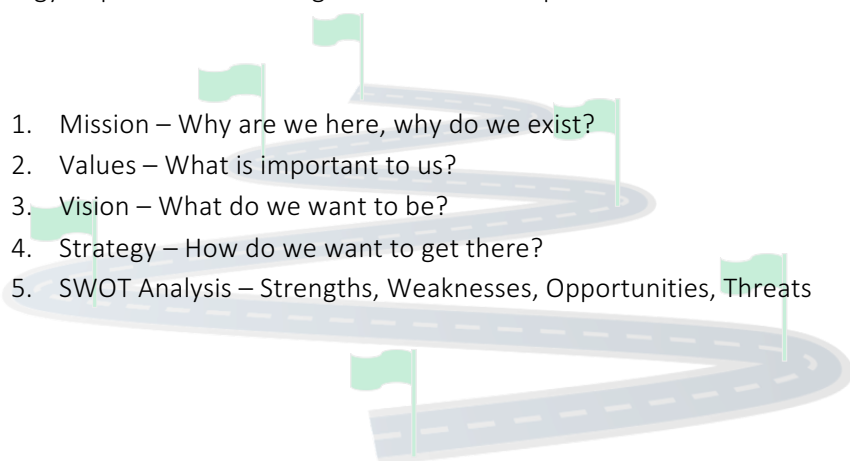
- ⊕ Work with all levels of government and community.
- ⊕ Liaise with industry and retailers.
- ⊕ Mobilize and assist local groups.
- ⊕ Act as facilitator of communication and debate nationally and internationally.
- ⊕ Use mass membership to obtain benefits and influence decision makers.
- ⊕ Maximise membership participation and make decisions by consensus wherever possible.
- ⊕ Develop policy positions and advertise these to decision makers.
- ⊕ Encourage uptake of cycle skills training courses

These are all reasonable and commendable however without the resources, structure and plan, (as is the current state), delivery of these functions is happening only at a piecemeal rate, at best.

4. PROCESS AND APPROACH

As with any strategic review, information gathering as to the current reality is the first step. The following questions and framework formed the basis for interviews and information gathering from a wide mix of CAN stakeholders.

Strategy requires the following elements to be explored and confirmed:

- 
1. Mission – Why are we here, why do we exist?
 2. Values – What is important to us?
 3. Vision – What do we want to be?
 4. Strategy – How do we want to get there?
 5. SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats

MISSION - WHY DOES CAN EXIST?

CAN's Current Mission:

"CAN will be a national voice for cyclists in promoting cycling as an enjoyable, healthy, low-cost and environment friendly activity, and as part of an integrated, sustainable transport system."

Is the current Mission the right one? How does it fit, relate, compare with other related stakeholder missions e.g. Cycling NZ, NZTA, Regional groups?

VALUES – WHAT IS IMPORTANT TO US?

Values can often appear as meaningless jargon – it is the people in the organisation that share the values (thus alignment) rather than the organisation itself however, written and agreed values can be useful in decision making alignment.

VISION – WHAT DO WE WANT TO BE?

"Cycling is an everyday activity in Aotearoa / New Zealand."

Is the current vision fit for purpose?

STRATEGY – HOW DO WE WANT TO GET THERE?

Which activities are CORE to strategy?

- a. Government lobby at the highest level?
- b. Specific national projects / initiatives?
- c. Funding and/or advice on allocation of funding?
- d. Organised, consistent support of regional groups?
- e. Mass communication?
- f. Training?
- g. Conference organisation?
- h. As noted in Chainlinks magazine – key focus might need to be on helping local organisations pressure Local Authorities to spend funding allocations within agreed timelines

5. MISSION

Current CAN Mission is shown again below:

“CAN will be a national voice for cyclists in promoting cycling as an enjoyable, healthy, low-cost and environment friendly activity, and as part of an integrated, sustainable transport system.”

Feedback from most contributors (consistent with our view) is that this current mission is long and does not evoke a passionate response and calling.

A mission should be aspirational, easily recalled and should address the following three key elements:

Our Cause:	Who? What? Where?
Our Actions:	What we do?
Our Impact:	How we make a difference.

Suggested variations to the current Mission are listed below:

“We are a passionate body of biking New Zealanders who lobby, communicate and demand safe biking communities.”

“We are tireless in coordinating, lobbying and energizing for safer cycling for everyone in New Zealand”

“We build cycling communities by coordinating effort, sharing information and lobbying for a better biking world”

6. VISION

“If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.” – Antoine de Saint-Exupery

The vision statement makes it clear to all what the future state looks like as a result of CAN successfully delivering its strategy – again, aspirational in nature. It does not mean the organisation will be the sole contributor to the successful vision, but provides a clear reference point and filter for deciding on where the organisation’s efforts and limited resources, (money and volunteer time) are best focussed.

Examples of a possible vision statement might be:

“15% of school age kids bike safely to school by 2025”

“Full school bike sheds by 2025”

This statement ties in safety, community participation, health and infrastructure and focusses on the ‘grass roots’ level – if biking doesn’t grow and become part of NZ parents’ normal expectation as a safe, healthy way of getting kids to and from school, New Zealand biking culture and participation will most likely continue as it is.

Another approach to vision is to make it more introspective and specific, focussing more on a vision for CAN as an organisation i.e. strong, resilient, respected.

“CAN, the “go to” for national biking issues”

“CAN – recognised champion for national and community biking issues”

This in our view is too inwardly oriented and may not be aspirational enough to attract investment and evoke the required passionate response.

7. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

A SWOT analysis is a commonly used tool to identify areas that the strategy should leverage off i.e. strengths and opportunities; and also areas where the strategy should focus energy to mitigate and fortify.

The following analysis is based on feedback from our own analysis and observation and from specific interview feedback.

STRENGTHS

- ⊕ Passion and commitment of current members
- ⊕ Experience in advocacy
- ⊕ Technical knowledge base
- ⊕ Understanding of relevant government agencies, funding mechanisms, policy generation etc.
- ⊕ Willingness of current members to review and embrace change.

WEAKNESSES

- ⊕ Time poor
- ⊕ Small membership base
- ⊕ Narrow Membership demographic/ diversity
- ⊕ Small and uncertain financial capacity
- ⊕ Disharmony/credibility issues with regional groups
- ⊕ Spread very thinly across wide range of issues (We believe this is the key differentiating weakness when compared with other volunteer organisations)

OPPORTUNITIES

- ⊕ Access to increased Government funding through using well defined business cases
- ⊕ Increased awareness & funding availability of local councils
- ⊕ Funding growth – both corporate and commercial initiatives
- ⊕ Membership growth – both in numbers and diversity
- ⊕ Powerful national lobby with cohesive, coordinated regional support
- ⊕ Information technology to connect with members at lowest cost
- ⊕ Increased social media presence

THREATS

- ⊕ Loss of national credibility / influence/ relevance with NZTA
- ⊕ Loss of local credibility / value/ relevance to regional groups & CAN members
- ⊕ Internal tension/ uncertainty over the 'right way' forward
- ⊕ Establishment of too many organisations targeting the same or similar end points

8. STRATEGY – WHAT AND HOW?

The strategic timeframe for this report is 5 years, which spans two general election cycles, from December 2015 to December 2020. Note this selected timeframe does not imply the vision and strategy will be complete within 5 years but given the magnitude of proposed changes, in our view it is not useful at this stage to try and predict a future beyond 5 years.

There are a multiple strategic ‘pathways’ open to CAN each of which require differing levels of resource, commitment and expertise. Rather than producing a myriad of different possible strategic pathways, we have focussed on three viable options. These are shown in the following table.

Option	Description	Activities	Executive Structure	Est. Annual Budget	Risks
1/ Status Quo	Networker, lobbyist, project manager, communicator	Continuation of current style and wide mix of activities.	No change	Small and getting smaller due to sole reliance on declining membership and credibility as a 'national force'.	Risk of oblivion
2/ Status Quo Improved	"Meta-networker"; coordinator, lobbyist.	<p>Effective, valued communication and information sharing to regional groups.</p> <p>Effective lobbying, leadership and horizon scanning for national issues and submission opportunities.</p> <p>Credible two-way conduit from NZTA to regional groups.</p> <p>Project management of focussed, specific, publicly funded initiatives</p>	CAN Chaired national executive with membership from regional cycling groups chairs.	<p>Small and un-certain – from membership and NZTA project grants.</p> <p>\$80 - 100k per annum</p>	<p>May not attract renewed level of vigour / interest as too similar to status quo.</p> <p>May be viewed as status quo.</p> <p>High workload for volunteers – risk burnout</p>

Option	Description	Activities	Executive Structure	Est. Annual Budget	Risks
3/ Complete 'Re-Birth'	<p>Professional organisation</p> <p>New organisation, new structure, sustainable funding, renewed vigour and influence.</p>	<p>Effective, valued communication and information sharing to regional groups.</p> <p>Effective lobbying, leadership and horizon scanning for national issues and submission opportunities.</p> <p>Credible conduit from NZTA to regional groups.</p> <p>Project management and funding of focussed, specific, commercially funded initiatives.</p> <p>Establishment of sustainable, ongoing funding flow(s) to support regional and national initiatives.</p> <p>Develop regional capability and support regions on project basis.</p> <p>Establishment of commercial relationships with partner company(s)</p>	<p>Board consisting of CAN chair and chairs from regional cycling groups.</p> <p>Full time CEO.</p> <p>Succession plan for CEO.</p>	<p>Ongoing sustainable funding from private companies, alliances and public sources.</p> <p>Annual turnover \$600K+</p>	<p>Can't find suitable CEO with right skill set to take on the challenge.</p> <p>Capture of a volunteer Board by a strong CEO.</p> <p>Disconnection of some regions from CEO.</p> <p>Risk that cannot generate sustainable funding.</p>

As noted previously, there are multiple approaches that could be taken, with various related activity mixes.

It is our recommendation that CAN take the more ambitious approach and aspire to become a fully self-sustaining professional, not-for profit organisation. In our view, the benefits of pursuing and achieving success in increasing biking activity and safety in New Zealand are outweighed by the risk of trying to become such an organisation and falling short, or, maintaining the status quo, or arriving somewhere in between.

We see no reason why CAN cannot model itself on strong New Zealand 'membership based organisations' like AA, Federated Farmers or the Telecom User's Association of New Zealand TUANZ.

Each of these organisations present a clear and tangible benefit to their respective membership bases and as a result generate sustainable funding streams. Each organisation started small with a clear value proposition and as a consequence has grown to be the leading non-profit protagonist in their respective industries.

9. STRATEGY – THE VIEW FROM THE BALCONY.

"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."— Sun Tzu

Whilst it will be the Executive's role to set appropriate performance measures, it is important to have a clear view on what the 'view from the balcony' might look like throughout the first five year's of the new strategy.

Strategy does not need to be complicated, rather it should break down the strategic window into manageable, measurable portions. Not only that, strategy needs to provide timeframes and identify key workflows.

The strategy focusses on the delivery and execution of the following:

1. Leadership and Governance – CAN must have 'the right' people to lead – this is in no way a reflection on current leaders, but a recognition that additional skills are needed. This includes establishing the following:
 - a. Two new Board members who have status and experience necessary to open doors to potential funding and relationships and who understand the language of government.
 - b. A CEO with similar qualities and experience in who currently works in infrastructure and loves biking. In addition to traditional avenues, it is suggested that CAN explore sourcing this person from a large professional engineering services firm e.g. AECOM, Beca, OPUS etc. This would require an open dialogue with selected organisations about the problem and opportunity. It may also require creative thinking as to how to release the right person for a fixed period e.g. 2- year secondment to drive the changes and set up a sustainable organisation.
2. Relationships - Fully explore the potential of 'symbiotic' relationships with industry and other relevant organisations and how these could be used to grow membership and generate funding e.g. when you buy an Avanti bike, you automatically become a member of CAN; when you shop at Torpedo 7 bike stores you are told about CAN and asked to join database etc; AA membership concept; lost bike GPS finder service etc.
3. Publicise success and ensure politicians share success. This requires measurement of the benefits of CAN and making sure these are clearly communicated and understood by stakeholders, in particular politicians who delight in sharing and promoting good news
4. Develop tools. CAN needs to fully exploit the value of modern communication tools. The website in particular, should be the hub for attracting membership and funding, gathering robust, useful information and stimulating and centralizing the lobbying effort.

The following section outlines strategic actions and targets that should be considered and indicative time frames.

3-5 YEARS – BY 2020

1. CEO plus 3-4 regional employees championing national issues and supporting regional groups.
2. 10,000+ members.
3. Membership base is diverse and includes commuters, 'MAMIL's', tourers, recreational riders, school kids and encompasses a broad ethnic mix.
4. CAN has been the lead in driving submissions on all relevant government cycling initiatives on behalf of NZ's biking community.
5. CAN has commercial partner alliances with at least two corporates.
6. CAN operating budget is between \$500,000 - \$1.0m per annum.
7. CAN has a strong lobbying presence in Wellington and is recognised by NZTA as the 'go to' or 'one stop shop' for cycling related issues and advice. This means the cycling lobby does not rely on individuals who come and go but builds a framework that provides consistent quality, information and reputation.
8. CAN offers a 'tangible' benefit/ reason for membership (other than long term improvements) e.g. roadside assist; bike tracker technology, merchandise discount arrangements.
9. CAN is working directly on a number of relevant projects specifically funded by NZTA. This confirms that CAN have submitted and been successful in developing 'commercially feasible' project / business cases that NZTA views as generating a positive payback on on that basis has supported with funding.
10. Feedback from regional groups confirms transformational change in the CAN's efficacy with regional groups regularly seeking CAN's advice and support on regional issues.

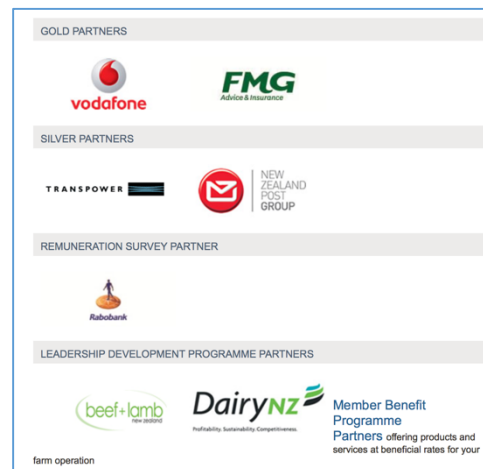


Figure 1 Example of support to Federated Farmers

1-2 YEARS - 2016-17

1. CAN has engaged a CEO and established an effective governance structure involving representation from Auckland, Wellington Christchurch and Dunedin regional groups.
2. CAN has established 1 or more partner alliance(s) with a large NZ corporate and receiving financial support from this company(s).
3. CAN has established effective relationships with industry and uses these to generate membership and funding streams.
4. CAN has a tangible benefit(s) proposition in place to offer and promote to prospective members – i.e. the answer to "Why should I join CAN?" is clear.
5. CAN has a fundraising strategy and targets in place.
6. CAN has a credible and active social media presence that is updated at least weekly.

7. The regional groups all clearly understand CAN's purpose and vision and know how this relates to and supports the missions of the regions.
8. NZTA National Cycling Team clearly understand CAN's purpose and vision.
9. CAN is actively contributing to the achievement of objectives confirmed in NZTA's Action Plan "Making Cycling Safer & More Attractive" – both in terms of monitoring and communicating progress against agreed actions and direct assistance with projects that are not receiving adequate focus/ resourcing within NZTA's ambit.

6 MONTHS – MID 2016

1. CAN has circulated the strategic plan for comment by regional group leaders.
2. There is a clear path to approval of a strategic plan
3. CAN has restructured its Board to include regional representation. This includes identification and appointment of a Chairman to 'fly the flag'.
4. CAN has crystallised its service offering and strategic objectives in order to solicit for funding support from both public and corporate sources.
5. CAN has had preliminary discussions with AA as to the potential to work together in the development of a road side assist programme as a way of increasing both funding and membership.
6. CAN has explored feasibility of other potential income generating streams e.g. 'bike-finder' service.
7. CAN has developed a role description and person requirements brief for sourcing a CEO for a fixed term 2-year contract period.
8. CAN has explored the idea of partnering with one of the large scale, publicly prominent engineering consultancy business. This organisation would second a suitably qualified & experienced person tasked with fulfilling the leadership and establishment role.
9. CAN has widely communicated the new strategic priorities and direction.

FIRST 90 DAYS

1. Check the existing Constitution will allow what we want; does it need changing?
2. Circulate strategy document and engage with regions. The strategy needs buy in from NZTA and regional groups if it is to be successful.
3. Confirm appetite for either of the two proposed options – Improved Status Quo- option or the more ambitious "complete re-birth" model (recommended).
4. Seek Board appointments and set up revised governance structure and process. Be aware of the need for both diversity and people skills

10. OTHER THINGS TO CONSIDER:

10.1. THE CHANGING NATURE OF “MEMBERSHIP”.

The concept of membership has changed from the traditional paid up member to a much wider ‘stakeholder’ interpretation. Some view membership as simple as Facebook friend status, blog following or twitter views. This does not necessarily generate revenue through subscription, but can be very powerful for lobbying / submission purposes. CAN needs to recognise and accept this and where possible use it to its advantage. Hence the recommendation for a smart social media strategy.

10.2. WEBSITE & SOCIAL MEDIA

CAN should pursue a world class social media platform that is available and interactive – in addition to current information, this could:

- ⊕ Collect feedback and information from the biking community that can be packaged into a highly useful and valued resource for planners and agency officials to use in design, investment prioritisation and decision making – CAN could become the absolute authority on the state of cycling pathways and routes based on real time information – a similar concept is currently used by Australia’s Bicycle Network.
- ⊕ Promote and recommend the best biking routes in the areas for commuting, family rides, school use, recreational etc.
- ⊕ Provide opportunity for revenue generation from advertisers.

It is also recommended that CAN take a ruthless approach to reviewing website content – less policy based information and more interactive, outward focussed content.

10.3. THE POTENTIAL OF DIVERSITY

The current and future diversity of New Zealand’s population should be considered in the evolving strategy. Understanding different culture’s perceptions and attitudes toward biking is important to ensuring CAN and regional groups maximise the reach of their activities and potential audience.

For example, NZ’s Asian population is projected to reach 0.7 million by 2021 – an increase of 145% since 2001.

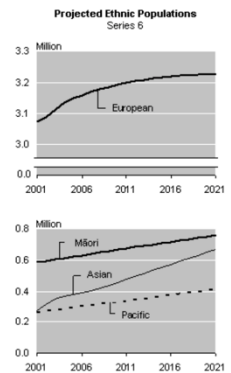
What potential does this changing demographic have for increasing membership, interest and support?

The diversity issue also needs consideration and perhaps a higher level of “Intellectual honesty” could be applied to project and funding decision making/ lobby focus etc. For example, is there a better overall return on investment (read return = health, safety, kids on bikes to school etc.), for investment in central city infrastructure when compared with the same level of investment in lower socio-economic areas where awareness of the needs and potential growth/ value are perhaps less well known?

The following highlights are based on Series 6 (which assumes medium fertility, mortality, net migration and inter-ethnic mobility) for each ethnic group:

- New Zealand will have greater ethnic diversity in the future. The Māori, Asian and Pacific populations are all projected to increase their share of New Zealand's population.
- New Zealand's European population is projected to reach 3.23 million by 2021, an increase of 150,000 or 5 percent over the estimated resident population at 30 June 2001 of 3.07 million.
- New Zealand's Māori population is projected to reach 760,000 by 2021, an increase of 170,000 or 29 percent over the 2001 figure of 590,000.
- New Zealand's Asian population is projected to reach 670,000 by 2021, an increase of 390,000 or 145 percent over the 2001 figure of 270,000.
- New Zealand's Pacific population is projected to reach 420,000 by 2021, an increase of 160,000 or 59 percent over the 2001 figure of 260,000.

Ian Ewing
Acting Government Statistician



22 April 2005
Cat 31.914 Set 04/05 – 181

11. SUMMARY AND CONCLUSION

We recommend that CAN pursue a much more sustainable and influential footing. All those surveyed agree there most certainly is a need for an organisation that effectively promotes and represents the convictions and well-informed views of the regional groups and one that establishes itself a highly credible lobby and communicator – to the point that policy review committees, policy makers and bureaucrats ignore at their peril!

The proposed strategy represents a significant mountain to climb, however we believe it is achievable if pursued in bite sized chunks and at a steady cadence. Firstly, it is clear that CAN have made some great progress and are as passionate as ever in achieving better cycling communities and outcomes. This report does not in any way detract from the time and energy that the volunteers who make up CAN have invested in the organisation. However, it is clear from feedback that there must be change to ensure CAN is a credible, viable, self-sustaining organisation that offers clear benefits to both regional groups and government agencies – otherwise, it will face gradual extinction.

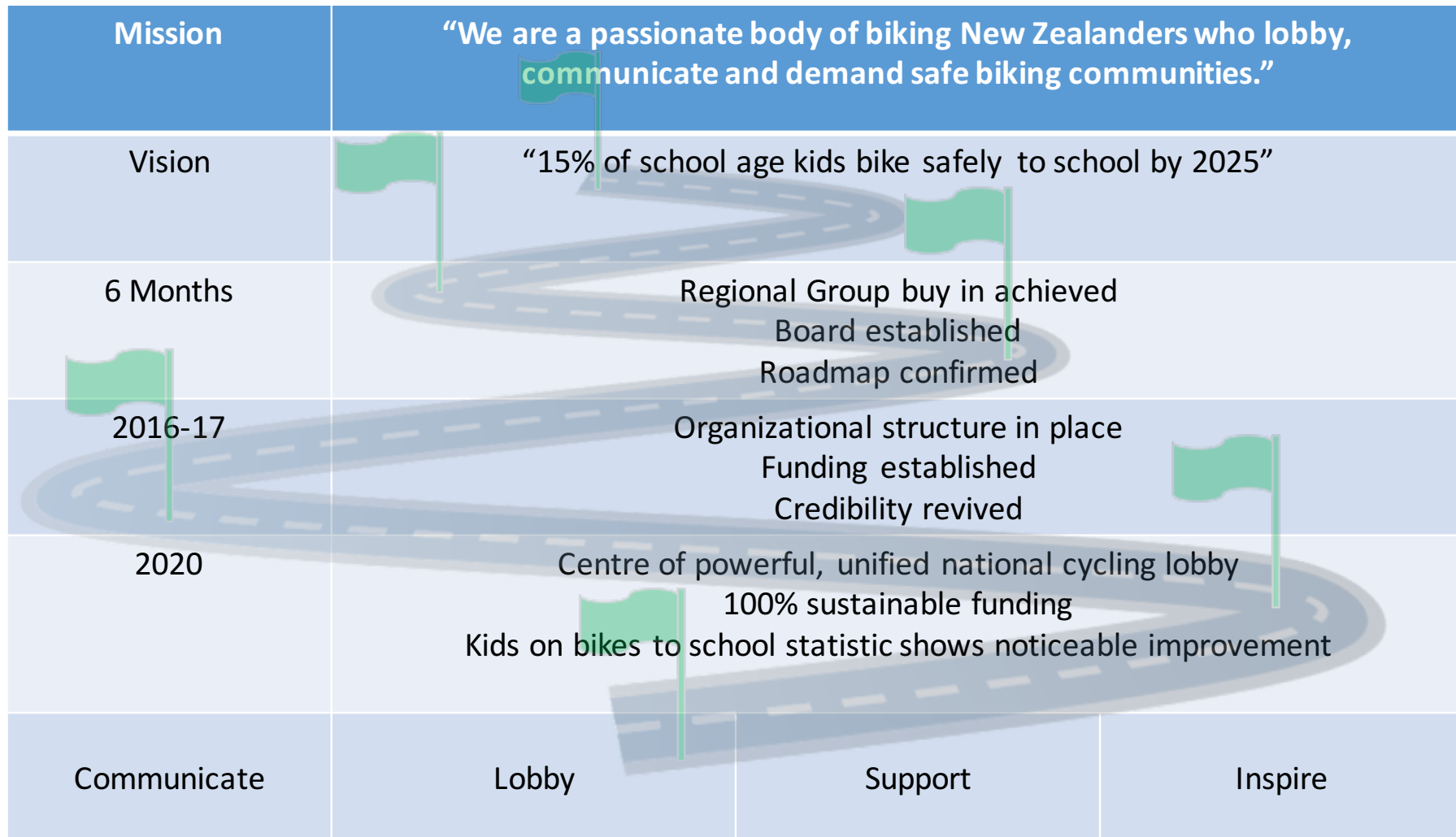
The role of social media in promoting, stimulating, evoking and communicating to a geographically and demographically diverse group cannot be under-estimated. Preparation of a deliberate plan, by someone with the right skills, that defines purpose, contents, structure and scope of the website is suggested.

Obviously, it is up to the current CAN executive to consider whether or not the proposed step change is achievable. It is clear from feedback however that it is time for a significant shift in the way CAN engages with stakeholders and establishes a clear and well understood reason for being.

Finally, the importance of people we believe, will continue to be the single greatest difference between success and failure – firstly, the continuing passion and enthusiasm for a great cause from the ‘experienced campaigners’ and secondly the absolute need to specify, identify and recruit a special individual who has the experience, aptitude, passion and charisma to unite and lead a new organisation.

APPENDIX 1: STRATEGY ON A PAGE – OUR RECOMMENDATION

Being able to show strategy on a single page is useful when presenting to stakeholders, potential funders and members.



APPENDIX 2 – CONTRIBUTORS

A sincere thank you to the following who contributed to and assisted with this report. Your feedback was constructive, honest and candid:

Don Babe	CAN / Spokes Canterbury
Graham Lindup	CAN
Barbara Cuthbert	Bike Action Auckland
Kirsten Shouler	Bike Action Auckland
Dougal List	NZTA Cycling Team
Gerry Dance	NZTA Cycling Team
Richard Leggat	Cycling NZ
Robert Thompson	Spokes Dunedin
James Burgess	Cycle Aware Wellington