



**CYCLING
ACTION
NETWORK**
PAI TE HAERE MĀ PAHIKARA



CAN Prospectus 2016



CONTENTS

CONTENTS

VISION

MISSION

CAN's GOALS

FOREWORD

BACKGROUND

CAN'S SIGNIFICANT ACHIEVEMENTS, 1997-2016

PRODUCTS

NZ CYCLING CLIMATE

STRUCTURE

MANAGEMENT STRUCTURE

Management Committee

Committee objectives for 2016

CURRENT MEMBERSHIP

FINANCES

PROPOSALS FOR CHANGE

CONCLUSION



VISION

***“Cycling is an everyday activity
in Aotearoa/New Zealand.”***

MISSION

CAN is a national voice for cyclists, promoting cycling as an enjoyable, healthy, low-cost and environmentally friendly activity, and a key part of an integrated, sustainable transport system.



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CAN's GOALS

1. Promote the benefits of cycling
2. Improve safety for cyclists
3. Encourage the creation of a good cycling environment
4. Develop cycle advocacy and cycle action
5. Encourage cycle tourism
6. Promote integrated cycle planning





FOREWORD

In September 2015 the CAN committee drafted terms of reference for a strategic review. The terms of reference were developed after discussing with local groups and other interested parties the fundamentals of what the Network is and how it functions.

Concerns included:

- A growth in demand for CAN services due to increased support and funding for cycling from national and regional authorities;
- Lack of clear concise strategy direction;
- Difficulty in attracting active members that will volunteer time, including Committee members;
- Changes in the social media and other technologies in use by advocacy groups and expected by members;
- Benefit challenge from the larger local groups; what is the central CAN offering?

CAN commissioned a report from business consultants Key Business Partners Ltd (KBP). The report was presented to members early in 2016 and discussed at the 2016 AGM in March.

Further feedback from members and work by a sub-committee with representatives from Hamilton, New Plymouth, Nelson, Christchurch and Dunedin followed that discussion. Changes to the Network's [rules](#) have been drafted. These have been designed to bring about the changes recommended by the Report in a way that the sub-committee considers most effective. A 'transitional' organisational structure and a 'future' final structure have been set out.

A Special General Meeting (SGM) has been scheduled for 1 October 2016 when members can vote to approve these new rules. This Prospectus has been prepared to help members assess the proposed changes. Wording of the new and amended rules -and those proposed for deletion- has been posted on the Network's website.



ABOUT CAN

The Cycling Action Network (CAN) was formed in 1997 as New Zealand's national network of cycling advocacy groups. We are a voice for everyday cyclists - recreational, commuter and touring. In 2015 we changed our name from Cycling Advocates' Network to Cycling Action Network.

CAN's active membership (those most committed to supporting the Network's mission) currently exceeds 350, with over 7,500 online supporters. CAN has [affiliated groups](#) and individual members throughout the country and links with overseas cycling organisations. In addition, many national, regional and local government authorities, transportation consultancies, and cycle industry businesses are [supporting organisations](#).

CAN is an Incorporated Society and a Registered Charity operating under a set of Rules that guides what CAN does and how the committee operates. These are lodged with the Companies Office and can be accessed by anyone.

The Network co-operates with the national advocacy organisation for pedestrians, [Living Streets Aotearoa](#), and has strong links with organisations in the health, sport & recreation, transport, tourism and environmental sectors. CAN also works with [CyclingNZ](#) (an organisation that is largely responsible for competitive and recreational cycling in NZ) and its constituent organisations for track/road/MTB/BMX cycling, [BIANZ](#) the cycle industry association, and the [Bike Wise](#) programme.



THE CHANGING CYCLING CLIMATE IN NZ

New Zealand is undergoing a major shift in its view of cycling. Officialdom in both the NZ Transport Authority and, to a lesser extent, the Ministry of Transport, as well as around the country in road controlling authorities (local councils) have been enlightened as to the benefits of cycling for relieving congestion, roading budgets, public transport costs and reduction of health costs to the taxpayer (by tackling obesity, diabetes and other non-communicable illnesses).

Bodies like the Institute of Engineers' Transportation Group are taking cycling seriously, and many decision-makers are becoming aware of the potential benefits of higher cycling numbers. Developments like this have resulted in a three-year investment of up to \$333 million in cycling routes by the current Government.

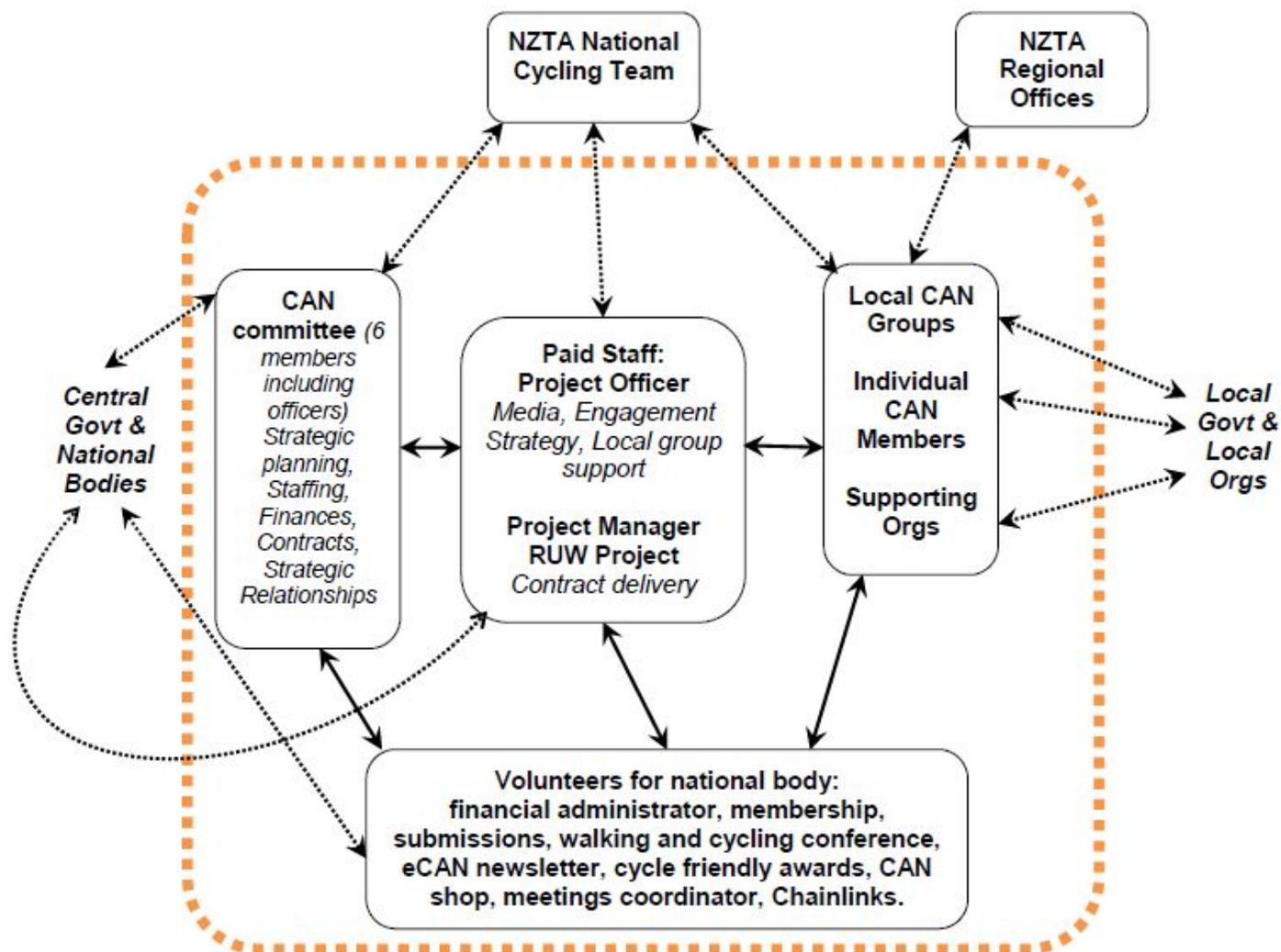
But New Zealand's culture and infrastructure have developed over many decades to prioritise and invest in private motor car use. This results in a context where cycling is made difficult in our sprawling towns - distances between homes, workplaces, schools and shops are long, roads are dedicated to cars with relatively high speeds which creates an poor and unsafe experience for the cyclist, while car use is made easy and safe by widespread parking and broad, high-capacity roads. Reclaiming road space for cyclists has been in some instances controversial, and a small cohort in the media are vocally hostile to provision for cycling.

In this change context a strong, active group gathering and disseminating the evidence in support of cycling growth - a group like CAN - has never been more important.

CAN's CURRENT STRUCTURE

CAN is an incorporated society (registration number 1139912) and a registered charity (registration number CC36909). CAN operates according to Rules which are lodged with the Registrar of Incorporated Societies.

The diagram shows CAN's current structure. CAN is a Network of local groups and central committee, with mostly volunteer workers and two staff.





Management Committee

A Committee of up to eight, including Chair, Treasurer and Secretary, has both governance and administrative functions. The Committee meets monthly.

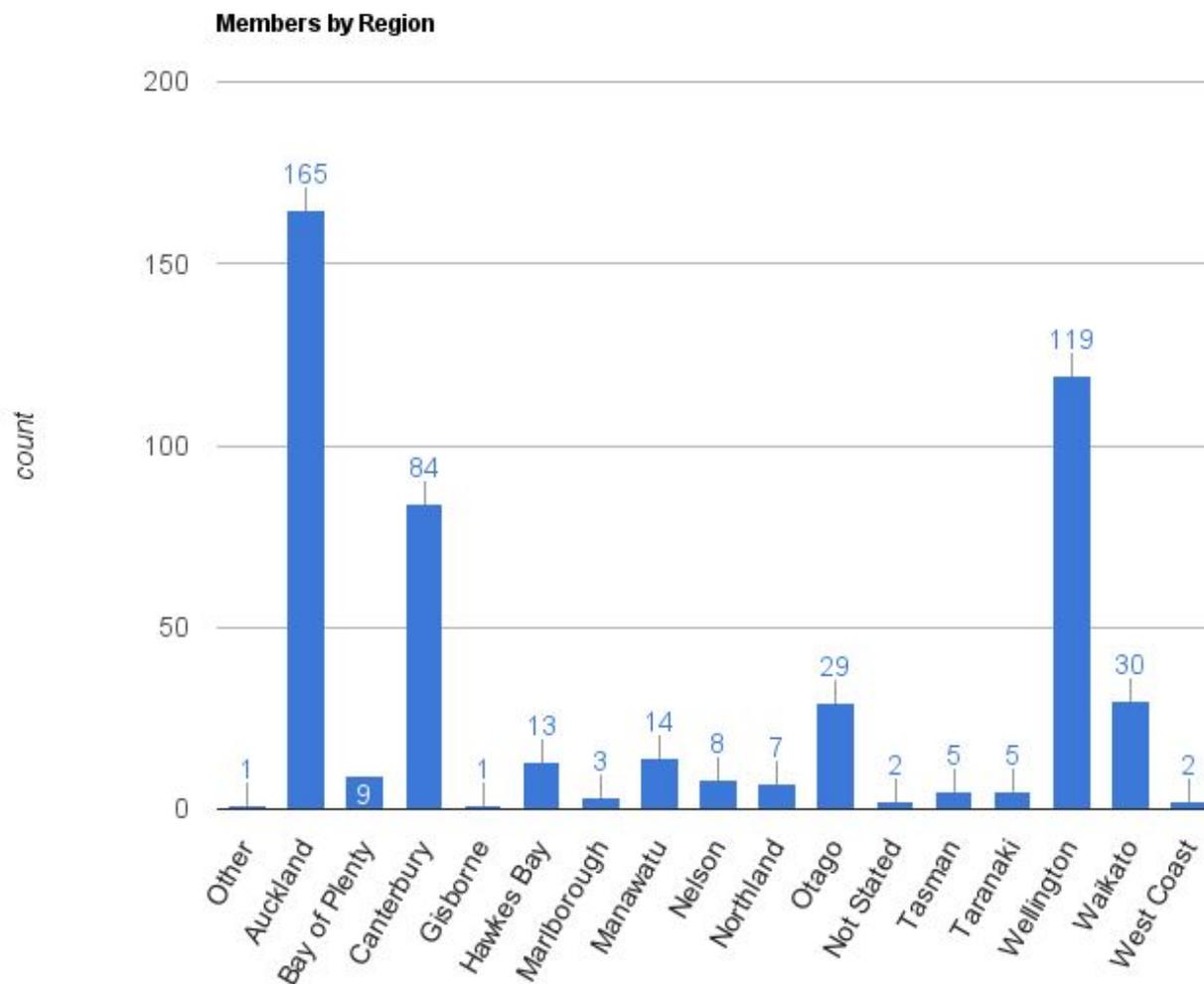
Committee objectives for 2016

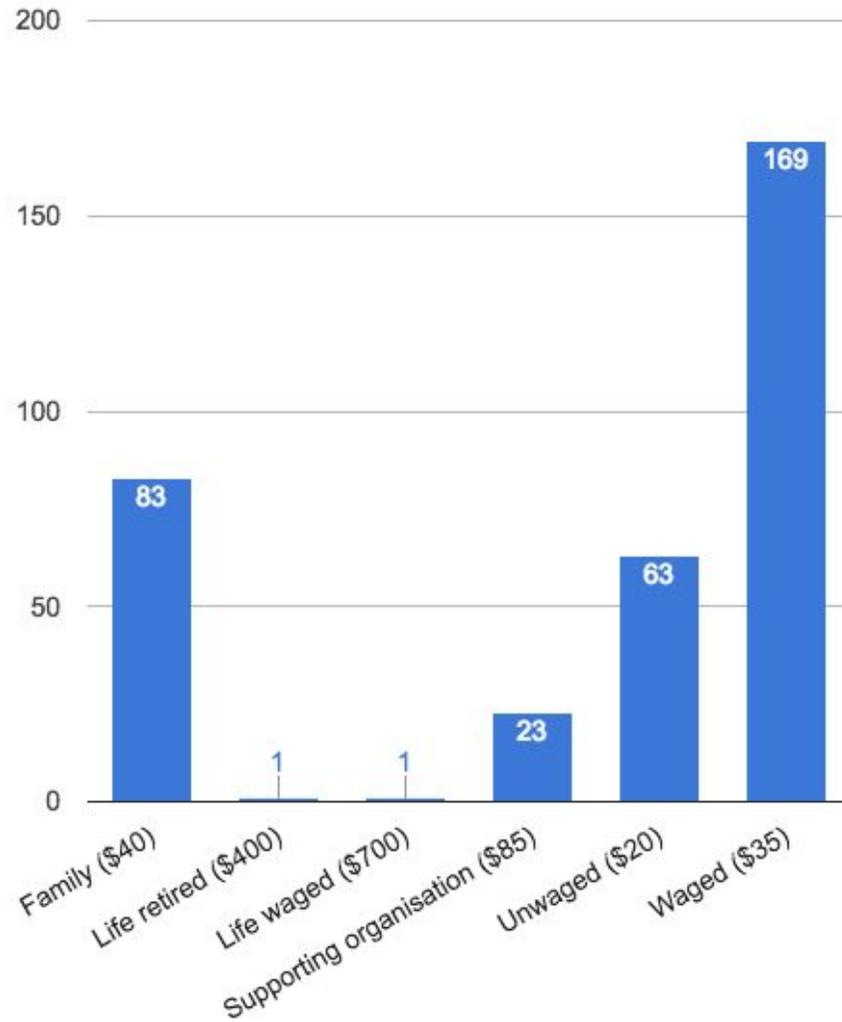
- Safer Speeds - Encourage ongoing national conversation on broadening the use of safer speed limits;
- 1.5m passing gap - Participate in policy debate on minimum safe overtaking gaps (MOGs) to raise awareness and get a better outcome for people on bikes;
- Changes in regulations at Ministry level - Make submissions and encourage support for changes that facilitate and strengthen cycling;
- Kids on Bikes - Support programmes that get Kiwi kids cycling again;
- Strengthen CAN:
 - Continue development of our communications framework including the website, email systems and newsletters;
 - Complete key milestones for the current governance and management re-structure.



CAN's MEMBERSHIP

Members of the Network who are currently paid-up and active exceeds 350, with over 7,500 online supporters and more joining on a weekly basis.

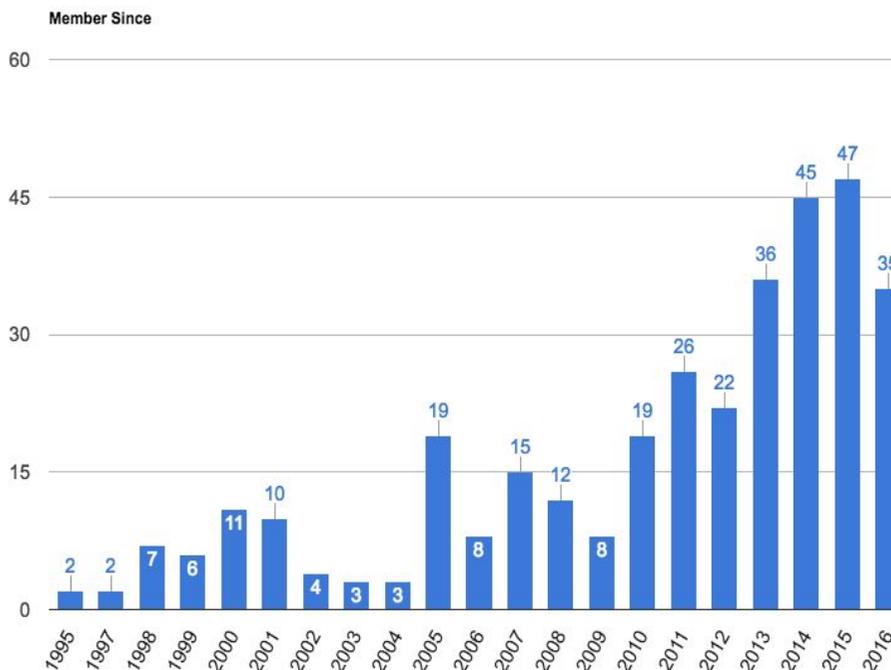
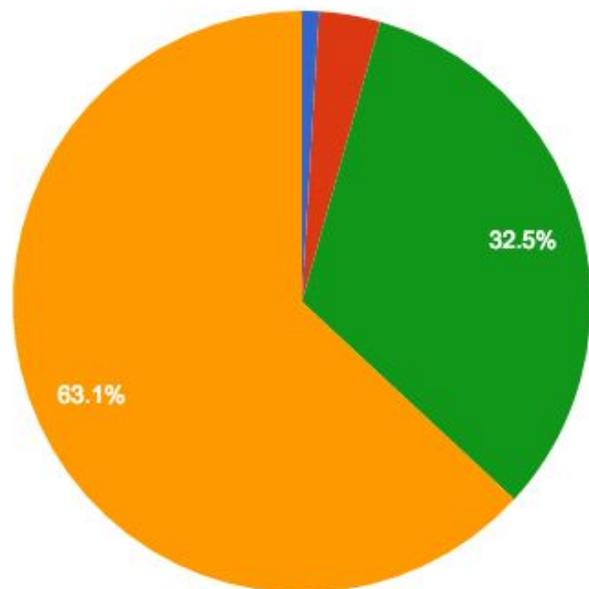




CAN allows members subscribe directly, or through one of the regional groups. CAN has four membership types - Unwaged: \$20; Waged: \$35; Family: \$40; Supporting organisation: \$85.

Members by Gender (approx.)

unknown female male organisation



CAN has a less than ideal gender balance but is steadily working to improving representation, both among members and management. Financial members tend to be loyal over time, renewing from year-to-year. To track members, organisations and mailing lists, the Network maintains a CIVICRM database integrated with the website.



CAN's FINANCES

Financial position

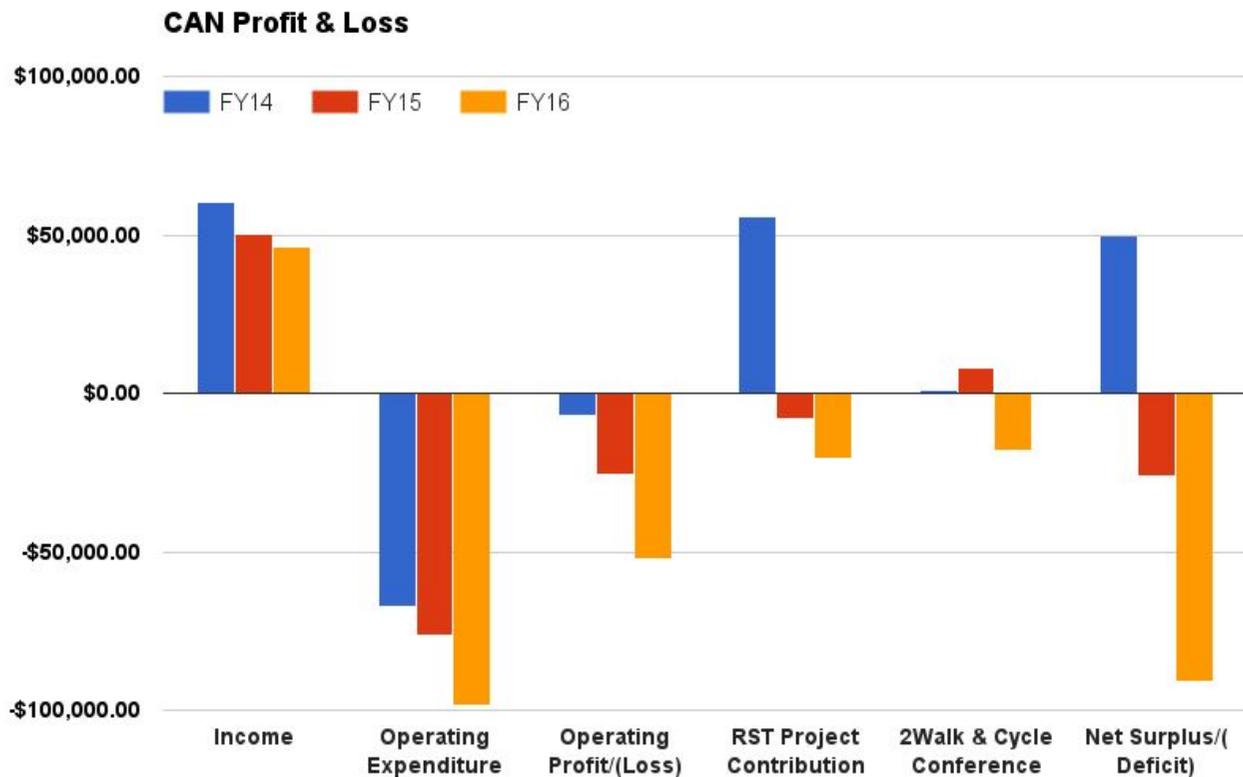
CAN's current financial position is not sustainable: in recent years CAN's financial position has been slightly but steadily worsening. Running costs are increasing each year and income has been dropping slightly. The forecast for next year continues this trend. The committee is aiming to undertake more fundraising to address this in the short term.

Just as importantly, CAN's general level of income is very modest and limits our reach. We have barely sufficient to operate the national office and maintain a consistent presence. To achieve our objectives and to be the effective voice for a much larger group of cyclists we need a step change to our financial position.

Sources of Income

CAN's major financial operation is the Share the Road programme, run on behalf of NZTA and turning over funds in the region of six figures. These funds are wholly used for the programme, so do not support ongoing administration or running of CAN (apart from a small fee for administering the project itself). The graph below shows the Network's income, operating expenses and profits exclusive of the Share the Road programme.

CAN's other income has been derived in recent years from major donations, membership subscriptions and sponsorships, and to a smaller extent from CAN's involvement in co-hosting the 2WalkAndCycle conference series.



Expenditure

Staff salaries and rent comprise CAN's major operating expenses. 2016 saw a major overhaul of the CAN website - both to cater for software depreciation and a design update- which has been a significant expense that will be repeated sometime in the future when further updates are required.

Other outgoings include travel expenses for team members to meet, and audit fees.

Total operating expenses in the 2015-16 year were above \$93,000.



PROPOSAL FOR CHANGE

Why the proposal for change?

As well as the challenges to CAN's finances the following issues (also listed above) were identified by Committee, by members of some local groups, and by the Key Business Partners' report-

- A growth in demand for CAN services due to increased support and funding for cycling from national and regional authorities;
- Lack of clear concise strategy direction;
- Difficulty in attracting active members that will volunteer time, including Committee members;
- Changes in the social media and other technologies in use by advocacy groups and expected by members;
- Benefit challenge from the larger local groups; what is the central CAN offering?

What could the future be?

CAN has an ambitious plan to be a fully funded professional not-for-profit organisation. Our aim is to build a platform that enables CAN to seize on the opportunities and be an important influencer in the new environment. We want to build a strong organisation that will build on the passion and commitment of our members, staff and volunteers' efforts given over many years. We want a clear vision and direction that will engage and recruit more people to our shared objectives. The intention is to create a more financially sustainable organisation which relies less on volunteer effort.

- Eventual annual budget of \$600,000;
- Full time CEO employed;
- Three to four regional employees supporting local groups day to day;



- Over 10,000 members; and
- Focus on specific projects and initiatives that will deliver measurable value to members.

How did we get to this stage?

The KBP review in late 2015 concluded that the current CAN structure of local groups supported by a national office and a volunteer based committee running the registered charity/incorporated society on a consensus basis and controlling a number of project staff is unsustainable. It set out three options:

1. Retaining the status quo;
2. An improved status quo with renewed energy, mostly from the larger regional groups nominating members to the national committee;
3. Full professionalisation of CAN.

A summary of the KBP report [was published](#) to our current membership in an edition of Chainlinks in early 2016, and at the 2016 AGM in Hamilton, members voted to approve investigation of changes in CAN's structure, passing this proposal -

'That the rule changes associated with a transition from a committee elected at large from CAN members, to a Board made up of a combination of designated local group nominees, CAN member representatives and if desired a Chief Executive Officer, be put to a Special General Meeting within six months of the Annual General Meeting'.

Full professionalisation of CAN is proposed to occur over time through two structures: transitional and future. Details of these are set out on the following pages. The transitional structure is focused on preparing for the future CAN; the key features of its work programme will be building the board of directors, fundraising, and the CEO appointment. The Network would focus on this after the



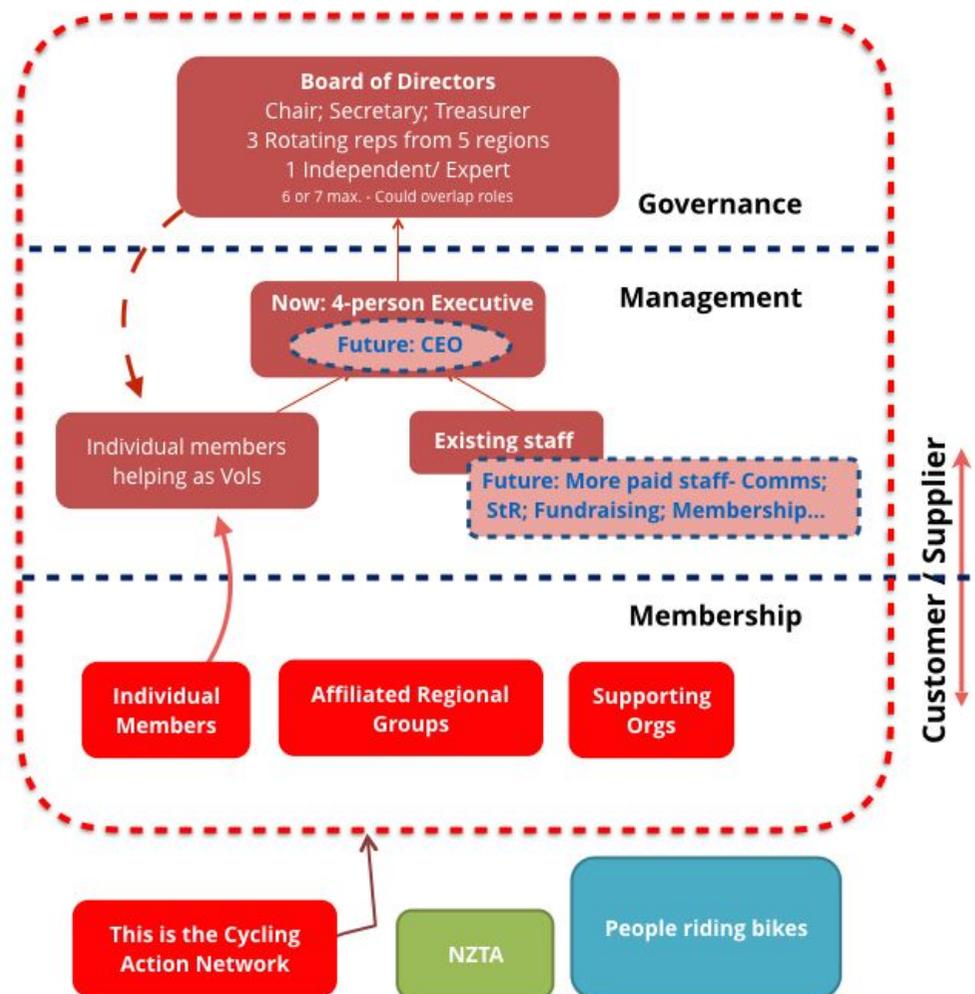
Special General Meeting in October 2016. The transitional structure will have a Board of Directors and special project Management Team members in place providing focus to develop the future structure and vision.

What happens next and when?

If Members vote to approve the new Rules at the October SGM, the existing Committee will continue in office, but seek nominations to the new Board and 3 or 4-person Executive Team.

At the 2017 AGM appointments to both Board and Executive will be confirmed by vote of Members. This would create the transitional structure shown in the diagram below.

The transitional structure would remain in place for as long as it takes to expand the Network's resource base to the extent that a CEO could be recruited. The CEO would then replace the voluntary Executive Team - either on a fully paid basis, or seconded from industry/consultancy. Further Rule changes (at Annual or Special General Meeting) may then be necessary to transfer powers of decision-making to the CEO or others.



<https://www.iod.org.nz/FirstDirectors/How-a-not-for-profit-board-works>

TRANSITIONAL STRUCTURE

The transitional structure would look like the diagram.

The Transitional Board of Directors (6-8 seats) would consist of:

- (1) Chair, elected by AGM;
- (1) Treasurer, elected by AGM;
- (1) Secretary, elected by AGM;
- (3) Regional board members; their terms rotating equally in turns among the five largest cities;
 - (1) Non-regional board member from industry/ cycling-related field/ special skills with a 2 year term;
 - Quarterly meetings.

Regional board member elections:

Each Regional group would nominate their Member to the AGM when their turn approaches.

Regions: 1 from Auckland, 1 from Central, 1 from Wellington, 1 from Christchurch and 1 from Dunedin (or



largest five cities if populations change). The three regions to be represented on the first Board would be decided by consensus of members at the AGM.

One or two non-regional board members would be appointed by the Board and would be independent of CAN from e.g. the cycling industry, or other field that the Board considers would help advance CAN's mission.

Transitional Management Executive Team (3-4 members) would consist of:

- (3) A Management Executive Team, all voluntary; and,
- (1) Special project member- The Restructure.

The Executive Team would be responsible for the day-to-day running of CAN in accordance with strategy and guidance set by the Board. Principal duties would include the management of volunteer and employee activities and the drafting of CAN policies on cycling. Current employee and volunteer roles would retain their existing status.

The Management Executive Team (MET) would be appointed by the Board, who would also nominate one Team member to report to the Board Chair.

FUTURE FINAL STRUCTURE

The future, final structure of CAN would look like this diagram.

CAN's final structure would consist of:

CAN Board of Directors

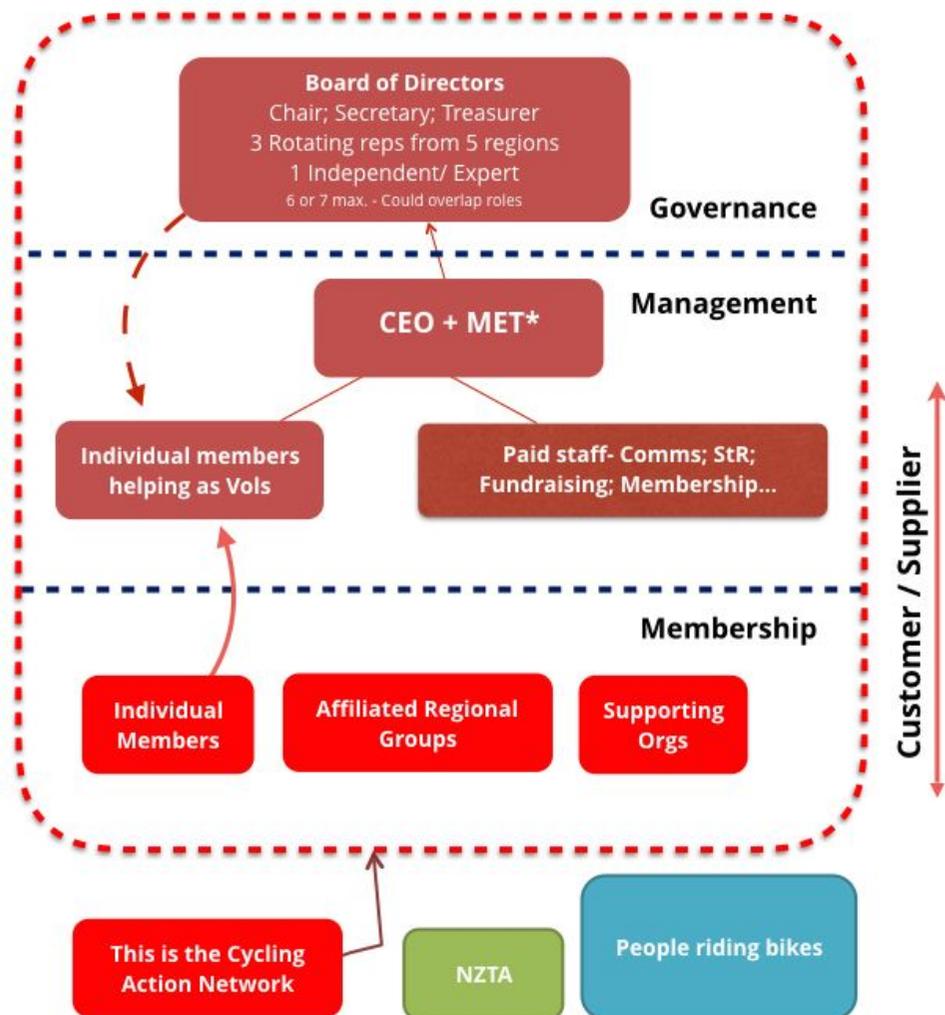
Same as for Transitional structure as above.

Chief Executive Officer

- Full time paid position;
- Reporting to Board Chair;
- Key accountabilities:
 - Ensure strategy & guidance given by Board is enacted;
 - Lead Management Executive Team and employees.

Management Executive Team (3 seats)

- Three-person team;
- As per Transitional Structure, above.



* Management Executive Team



The CEO would be responsible to the Board of Directors for the activities of the Management Executive Team.

If the Special General Meeting in Oct 2016 approves the changes to CAN's Rules, work would begin on building the Board of Directors, fundraising and the CEO appointment. The new Rules, once approved by the Companies Office, would be put in abeyance until the Board could be appointed at the 2016 AGM. Once duly appointed, the new members of the board would also develop the strategic direction, objectives and an action plan.

Current employees' positions are anticipated to stay the same under the final structure, but all decisions would be the responsibility of the new Management Executive Team and CEO once appointed.



CONCLUSION

CAN has been New Zealand's national advocacy body for cycling for almost 20 years. The model of a voluntary, consensus-based Committee who make both governance and executive decisions has served it well, but with the rapid change in New Zealand's cycling context, with questions about how well our regional groups are represented, with social technologies increasing in importance, and with advocacy groups generally adopting new methods to advance their goals, it's time to seriously consider change.

Separating governance and management and creating a simple representational system for regional groups are both rational and positive steps which will lay the foundations for a more sustainable professional Network. The current Committee believes that, to grow and remain relevant, CAN needs to make those steps.

RECOMMENDATION

We recommend that Members support the required rule changes which we believe will take CAN into a stronger future, better equipped to help get more people on bikes more often.

Issued by the re-structure sub-committee for Cycling Action Network:

Stephen Wood, Claire Sherrington, Graeme Lindup, Ilka Fedor, Don Babe and Will Andrews



APPENDIX

CAN'S SIGNIFICANT ACHIEVEMENTS, 1997-2016

Advocacy and leadership

- Made numerous high quality [submissions](#) on legislation, strategies and policies affecting cyclists, with many successes.
- Made a crucial contribution to the establishment of [Getting There, NZ's first Walking & Cycling Strategy](#) and helped shape the implementation process.
- Raised awareness of cycling in the NZ Road Code.
- Regularly represent cyclists at meetings with Government Ministers, MPs, Ministry of Transport, NZ Transport Agency, NZ Police, Ministry for the Environment, Ministry of Health, and other agencies.
- Successfully lobbied for the [NZ Cycle Trails](#).
- Successfully lobbied for the consideration of health benefits in the funding criteria for cycling projects.
- Lobbied successfully for and contributed to NZ Supplement to Austroads 14, the standard design guide for cycle facilities in NZ.
- Cycling representation on key bodies, including the NZ Transport Agency Research Reference Group.
- Contributed evidence to various Coroner inquests into cycling deaths, including the national inquiry (2011-13).
- Engaged with other sector groups (eg freight industry, Automobile Association; see Feb 2013 Chainlinks).
- Represented the interests of cycling at Parliamentary select committee hearings.
- Represented CAN at international meetings such as [VeloCity](#).





- Represented CAN on research projects such as Minimum Overtaking Gaps in 2016, and parking policy.

Active and effective voice for cyclists in media

- CAN spokesperson Patrick Morgan is well-known to mainstream journalists and is regularly approached for comment.
- Ongoing positive media coverage is achieved by working with journalists to generate pro-cycling stories.
- CAN's [regular media releases](#) are picked up by national and local media (print, TV, radio).
- CAN provides guidance to local groups and members on how to deal with local media.

Campaigns

- [Campaigns](#) around cycle safety, national and local elections, and other issues.
- [Stop At Red](#) to reduce crashes and improve the status of cycling in the eyes of the public and policy-makers.
- Make Cycling Count census campaign.
- Who is [the Friendly Cyclist](#) and [Cruise the Waterfront](#) campaigns for Cycle Aware Wellington.

Education

- Developed CAN's magazine [Chainlinks](#) (first issued in July 1997) into a widely read and respected source of cycling-related information.
- Set up the annual CAN [Cycle-Friendly Awards](#) which recognise business, NGO and government agency support for cycling. Worked with NZTA in 2016 to relaunch these as [Bike to the Future Awards](#).
- During 2010-2011 with NZTA funding, BikeNZ and CAN collaborated on road user workshops specifically designed for bus drivers.
- Continuing on from this work, Cycling New Zealand and CAN successfully applied for Road Safety Trust funding in 2012. This led to CAN successfully delivering with Cycling NZ, the [Safer Cycling Programme](#) for NZTA, providing cycle instructor training, road user workshops, and Share The Road campaigns. This work completed in December 2015.
- Following the release of the Cycling Safety Panel's report late 2015, NZTA undertook to fund further behaviour change programmes focusing on heavy vehicles. Early in 2016, CAN was awarded further work directly funded by NZTA, the [Share The Road Campaign](#). This work is ongoing at present.

Funding

- Successfully lobbied for the creation of the [Urban Cycleways Programme](#).
- Successfully lobbied for creation of the NZ Transport Agency (then Transfund) dedicated Walking and Cycling Fund.



- Helped secure the future of and increased funding for [Bike Wise](#). CAN continues to play an active role in Bike Wise as a member of the Bike Wise Advisory Group.

Networking and social media

- CAN is a national cycling advocacy network involving individuals, [local cycling groups](#) throughout the country, and [supporting organisations](#).
- Makes a major contribution to the establishment and ongoing success of the 2Walk&Cycle conference series.
- Every year organises the [CAN Do](#), the annual national summit for cycling advocates.
- Established a CAN national office.
- Active [Facebook](#) and [Twitter](#) presence.
- Supports [Frocks on Bikes](#), [Bike On Trust](#) and other cycling initiatives.

Resources

- Produced a wide range of [resources](#) for cyclists and advocates to use at a local level.
- Developed the [Cycle Friendly Employer Guide](#) for SPARC to distribute.
- Established a website and regular [e.CAN electronic newsletters](#) which provide invaluable information and resources.
- Set up the [CAN library](#), used regularly by members, students and transport professionals.
- Developed a range of quality [cycling merchandise](#).



- Developed [Cycling Suits](#), a cycling programme for workplaces.

Skills training

- Made a major contribution to the development and delivery of in-service training on cycling issues for transport professionals (the "[Fundamentals](#)" course).
- Developed "[Cycle Aware](#)" [workshops](#) to help cyclists and other road user groups (Police, bus-drivers, etc) understand each other.
- Delivered [papers and presentations](#) or attended many national and international conferences.
- Contributed to the development of NZ [cycle skills training guidelines](#), and provided cyclist and instructor training to various local groups around the country via our [Bikeability](#) programme.
- Upskills advocates with technical, media, networking and presentation skills.

CAN's PRODUCTS

	Description	Strengths
<p data-bbox="241 512 763 627"> Share←the→road Heavy vehicle drivers and cyclists </p> 	<p data-bbox="808 472 1420 616"> Since the beginning of 2014, 2350 people have participated in 40 Share the Road workshops, blind zone demonstrations, and presentations. </p> <p data-bbox="808 655 1464 855"> The Share the Road Campaign targets heavy vehicle drivers and cyclists. It puts drivers on bicycles and cyclists into truck cabs, enabling each to understand the other's world. </p>	<p data-bbox="1503 472 1868 504"> CAN's intellectual property. </p> <p data-bbox="1503 552 2024 743"> Approximately 90% of participants have indicated a positive change in attitude towards sharing the road with cyclists and heavy vehicles. </p> <p data-bbox="1503 791 2002 1094"> Effective functional relationships have been developed with the Road Transport Forum, NZ Trucking, RTANZ, Nation Road Carriers Associations, NZ Police, ACC, local government and sports trusts throughout the country. </p>



Bi-annual premier national conference addressing walking and cycling issues and building professional links in New Zealand. In July 2016 Auckland hosted the third 2WALKandCYCLE conference. The total number attending was 259 (including sponsors and exhibitors), with another 20 attending the Awards dinner.

One of CAN's original aims in setting up the Cycling Conference series (now amalgamated with the Walking Conference) was to raise the skill level, understanding and enthusiasm among people making decisions that affect cycling. The 'buzz' at this Conference suggests we are achieving that aim. The range of attendees, the support from road-controlling authorities, getting the message (via Gil Penalosa) out wider than just Conference attendees, and the attendance by the Minister of Transport at the Awards dinner all point to progress on making cycling a 'mainstream' activity.

Feedback from the delegate survey was very positive, with ultra high scores for the two leading keynote speakers, Gil Penalosa and Ben Rossiter. And 98% of people said they would recommend the conference to others!

In addition to the main conference, Auckland Transport organised a Pecha Kucha evening, which was very well attended, and Auckland Council used Gil Penalosa as the speaker for their regular public forum (Auckland Conversations). Gil Penalosa was also taken around the country to work with local authorities and to speak in public forums in Christchurch and Wellington, and was interviewed by Kim Hill of RadioNZ for her Saturday morning programme.



Chainlinks is CAN's official magazine. It is published three times a year. Its primary purpose is to serve New Zealand's cycling advocacy community and help promote CAN's aims. It also informs business, local and central government and the community about cycling advocacy news and issues.

Formal professional communication channel with a trackable history spanning 20 years (started in 1997) and a current circulation of approximately 1800.