

## HANDBOOK FOR NEW GROUPS



[www.can.org.nz](http://www.can.org.nz)

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**SEE ALSO APPENDIX.**

## FOREWORD

The Cycling Advocates' Network of NZ (CAN) Inc is this country's national network of cycling advocates. It is a voice for recreational, commuter and touring cyclists. We work with central government and local authorities, on behalf of cyclists, for a better cycling environment. We have affiliated groups and individual members throughout the country, and links with overseas cycling organisations. In addition, several national/regional/local government authorities, transportation consultancies, and cycle industry companies are supporting organisations.

The information in this pack is largely based on the experience of cycling advocates like yourselves (plus the odd politician or two). It covers the key steps in establishing a local cycling group and includes advice on lobbying and campaigning. I hope it will help you avoid having to start from scratch. There's no one way to run this sort of organisation, and we've tried to include contact details for a heap of different sources of useful advice and information. If there's something CAN could do to help you, please get in touch. Good luck with the campaigning and happy cycling!

*Robert Ibell, CAN Campaigns & PR Secretary, 04-385 2557, danbell@actrix.gen.nz*



**The Team July 2002.** From left at back: Andrew Couper, Treasurer, Glen Koorey, Policy and Technical Advisor, Andrew MacBeth, Engineering & Planning. Front Row: Adrian Croucher, Secretary, Axel Wilke, Engineering and Technical Advisor, Liz Mikkelsen, Membership Secretary, Jane Dawson, Chairperson, Nigel Perry, Newsletter Editor. Front sitting down: Steve Van Dorsser, Strategic Advisor and Robert Ibell, Campaign Secretary.

## GETTING STARTED

"So, you've been biking around your district and are getting heartily fed up with the lack of space available for cyclists. Or maybe you're really worried about some hazardous road sites, particularly for school kids. Or maybe you're concerned about the ever-increasing road construction going on for motorists (that you're paying for in rates). Whatever the reason, NOW is the time to make your voices heard and get something done about it!

Local cycling groups have sprung up all over the country, from the teeming metropolis that is Auckland, to the quieter life in Golden Bay, near Nelson. Wherever they have been set up, they have succeeded in attracting the attention of local councils and other organisations to what needs to be done for cycling in the district. But many notable places in New Zealand are still without that voice - this guide will show you how to change that!"

### *Setting up the Group*

- ❑ Get a small group of interested people together. If you are able to involve sympathetic local councillors or council staff at this stage, all the better.
- ❑ Elect some interim office-holders. Choose a name, preferably something short or with a simple acronym (watch for duplication with other common organisations).
- ❑ Do a bit of brainstorming - and put together the beginnings of a strategic plan identifying key allies, potential obstacles, your strengths and weaknesses. If possible, have a look at what other groups have done like this (e.g. Cycle Aware Wellington's strategic plan).
- ❑ Choose some initial issues or projects to focus on. Something not too complex that is sure to fire the minds of your community e.g. a cycle route to a tourist attraction or a scenic cycle route. Other things might be: getting some bike stands installed, lobbying for a cycle bridge. It is important to consider some non-campaigning type work (e.g. Dr Bike, - free maintenance checks, school education) as this gets you noticed & wins public support.



#### ***Introduce interesting Cycles***

### ***Constitution, Subscription Rates & Affiliation to CAN***

An effective group usually needs some structure and financial stability to enable it to continue long-term. Therefore, you need to sort out some basic issues like developing a set of rules/goals (via a constitution), attracting and retaining members, obtaining some funding (usually through subs), and determining where you might need some outside help (from CAN for example). Further information about running a group is discussed later.

- ❑ ***Sort out the constitution if you intend to use your first Public Meeting*** as an opportunity to finalise your application for incorporation. Your first Public Meeting does not need to happen immediately. You can start your group small and work for some years like that (e.g. Kapiti Cycling's model). When you feel strong enough and have a committed group, you can have a public meeting to encourage more people in the community to support you. You can do it either way: If your purpose (with a public meeting) is to highlight cycling issues and determine where to go from there, then this is not the place to be worrying over small details in a proposed constitution. Better for a small group of keen volunteers to follow up the public meeting with a separate get-together to finalise the group details, or at least hold your inaugural AGM separately.

(See part 2 - What Next? for how to hold a public meeting and the experience of Kapiti Cycling in the Appendix.)

- ❑ **Affiliation to CAN will bring a number of benefits** for your new group: CAN newsletters for all members (subject to payment of levies), ongoing support and advice, links to other cycling groups and individuals, a national voice and co-ordination on key issues. Affiliation also means that memberships of people in your centre who have joined CAN directly, will be transferred to your group, along with a proportion of their subscriptions. You will be able to have your own listing & events calendar on the CAN website: [www.can.org.nz](http://www.can.org.nz).
- ❑ **Supporting Organisation Status.** Alternatively, your group could just join CAN as a supporting organisation (\$50/yr). The organisation must delegate one member to represent it. The organisation will receive up to five paper copies of each newsletter, as well as an electronic copy for distribution.
- ❑ **Decide on subscription rates.** You'll need to include the CAN levy (currently \$7.50 per member) in your subscriptions if you decide to affiliate. We'd recommend having subscriptions - a subscription gives people who do not want to be active a chance to contribute.
- ❑ **Help from CAN:** When you first start out, the CAN membership secretary can run your membership services e.g. send out ChainLinks every two months and take care of renewal notices. A small fee may be deducted for this service. Being free of such administrative matters leaves you free to campaign. Subscriptions from your members are kept in a separate account in the CAN ledger - the CAN treasurer can supply you with details of current funds available. You are able to draw down funds when necessary. The CAN membership secretary will supply a membership list from the central database on request.
- ❑ **Brochures/Application Forms.** Obtain CAN application forms/brochures (see enclosed) or design your own. If you wish to use the CAN brochure, it can be adapted to include your group's contact details (so applications will go directly to you) and your group's subscription rates (if they are to be different from CAN).

## ***Arrange a public meeting***

Arranging a Public Meeting will give you the opportunity to do a number of things:

- ❑ Get publicity
- ❑ Sign up members (take a receipt book & change!) & develop a mailing list
- ❑ Identify skills and interests (for later use!)
- ❑ Approve your constitution\*
- ❑ Elect or ratify office-holders\*
- ❑ Outline your projects and get people to volunteer
- ❑ Complete paperwork for incorporation and bank account\*
- ❑ Choose a regular meeting date and venue\*
- ❑ Hear a guest speaker and /organize a debate with high profile debaters

\* These may be undertaken at a later date if need be

***Invite everybody to your meeting:*** put fliers in shops, workplaces, libraries, cafes and schools, send letters of invitation to Council staff and councillors, local MP's, staff at Transit NZ , Land Transport Safety Authority and similar bodies, Schools, doctors, sympathetic organisations, the press...Make friends with the local press.

***Put out a media release about the formation of the group and the public meeting*** (contact us if you need more help here). If you have an issue to focus on, all the better, but a simple announcement may get printed and get people thinking. If you have supportive contacts at your local council, talk to them about how best to get the message out; they have people experienced in media relations.

## **WHAT NEXT?**

So the initial meeting went swimmingly, but now what? It's time to keep the momentum going on various fronts.

### ***Let the public know you are here!***

- ❑ Get on local committees such as your local authority road safety committee/working group. Wellington & Auckland has a regional cycle forum with representatives from local authorities (officers and councillors), Wellington Regional Council, Transit NZ, Land Transport Safety Authority, ACC, Police and cycling groups. Your region may have such a forum - if not, you may wish to work towards the formation of such a body.
- ❑ Get your organisation's name and contact details listed or displayed in useful places: at schools and tertiary institutions, in libraries, recreation centres and other council facilities, at gyms and pools etc.
- ❑ If someone in your group has the skills, consider creating a website for your group – with contact details, events, group aims etc. Alternatively, talk to CAN's webmaster about hosting pages on the CAN website.

### ***Be informed***

You will save yourself a lot of effort and be better informed if you get your organisation placed on the mailing list for relevant publications from organisations such as the ones listed in the CAN contact list. This way you won't have to seek everything out - information will come to you and you can choose whether to act on it. Examples of publications are:

- ❑ Local authority: draft annual plans, events diary, newsletters, project info sheets
- ❑ Regional council: regional land transport strategies, newsletters
- ❑ Transit NZ: regional newsletter, project fliers
- ❑ LTSA: 'Road Safety NZ' (monthly newsletter)
- ❑ EECA: Sustainable Transport Network e-newsletter (contact Philip Watson, 04 470 2228, [philip.watson@eeca.govt.nz](mailto:philip.watson@eeca.govt.nz))
- ❑ Other local authorities: to pick up ideas, e.g. Christchurch City's regular "Bike Boy" emails (contact [cycling@ccc.govt.nz](mailto:cycling@ccc.govt.nz)).

CAN puts relevant information from some newsletters (e.g. Transfund NZ's 'Transfund News' and 'TranSearch') in Chain Links, its monthly newsletter and e.can (its email bulletin).

### ***Contacts***

A list of contacts for CAN, other national cycling groups, and key national institutions (including central government) is on our website: [www.can.org.nz](http://www.can.org.nz).

It is important that your group develops its own list of local contacts. Start by actually ringing or writing to some of these people in order to let them know you exist and see how you can help each other. Your list will grow and change over time - if you can maintain it as a computer database it will be easier to work with.

We suggest including the following in your list (in addition to the previous national contacts):



1. Local authority cycling officer or planner/engineer with responsibility for cycling
2. Head of local authority transport department
3. Road safety co-ordinator (usually based at your local authority)
4. Mayor & councillors & ward/community board members (especially sympathetic ones!)
5. Head of regional authority transport department
6. Transit NZ regional manager
7. Transit NZ regional planner/engineer with responsibility for cycling and Transit Cycle Champion.
8. Transfund NZ regional manager
9. Land Transport Safety Authority regional manager
10. Local sports promotion body (e.g. Sport Wellington Region)
11. Local authority recreation officer
12. Other cycling clubs in region (Cycling NZ, Triathlon NZ, Mountain bikers)
13. Regional Automobile Association and Road Transport Forum (truckies) offices - yes, sometimes it's worth talking to them!
14. Police head of traffic enforcement
15. Police youth education section
16. ACC injury prevention advisor(s) with responsibility for cycling issues
17. Local health board staff responsible for public health promotions.
18. Editors or reporters of local newspapers (some will have transport reporters)
19. Residents' and business associations



***It's Fun to cycle to College***

## **PRIORITIES**

Establishing a good working relationship with local authority planners and engineers should be your number one priority. Their interest and co-operation (or lack thereof) will have a significant bearing on how easily you can achieve physical improvements for cyclists in your area. Give local authority staff an opportunity to run things past you regularly, by arranging meetings or some other means.

Emphasise to them that you are interested in more than just traditional "cycling" projects; many mainstream projects and activities for example fail to provide for cyclists simply because they weren't considered. By making sure that you're in the loop for all proposals, you can make sure that they learn to remember!

Also think about other agencies that are worth approaching for discussions. For State Highway issues, then your local Transit NZ office should be contacted (they will also have consultants employed to look after the day-to-day management of the highways). The local Police are important for tackling many education and enforcement issues. Remember that cycling is important in a number of non-transport sectors: recreation/conservation (recreational tracks), health (promoting healthy living), education (safe routes to schools), tourism (cycle touring routes). Keep your ear to the ground on all of them!



Ara Harakeke The Flax Pathway  
Porirua City

Plimmerton to Pukerua Bay (Wellington)

## NOTES ON LOBBYING/CYCLING ADVOCACY

- ❑ Lobbying doesn't need to be reactive. Don't be afraid to initiate something yourself. It may be more successful however if you can put some effort and thought into preparing a case before presenting it, especially if it might be considered in the "too hard basket" at first glance.
- ❑ Identify likely supporters in the organisation you're lobbying. Be conscious however of the limits of their powers or delegations.
- ❑ When dealing with local authorities, lobby council staff first. Go to their boss only if you fail to get action. If that doesn't bring results, then go to councillors. Going over people's heads annoys them, so it should only be a last resort. Consider this particularly carefully if you're going to go to the media with unresolved issues or concerns.
- ❑ The person you're lobbying may not know as much about the subject as you do. Provide background material if necessary to inform them (CAN can help with most requests).
- ❑ However, accept that an experienced engineer or planner may have a better appreciation of some technical, regulatory or logistical issues that may impact on a project. Ensure that you understand what their doubts or concerns are. If you think that they are unfounded, seek advice from CAN.
- ❑ Some of the words that you may use won't necessarily mean the same to the people you are lobbying - be sure you are speaking the same language. Terms like "cycle lane", "cycleway", "cycle path" in particular can be rather ambiguous if you're not careful.
- ❑ The person you are lobbying will probably be on the receiving end of endless lobbying from many other people - prepare your case well so it will stand out. Factual information (e.g. crash data, cycle counts, research of effectiveness, etc) will generally carry more weight than "gut instinct".
- ❑ It helps a lot to have developed a good relationship with the person you're planning to lobby. Try to maintain the relationship, even if things don't go as you'd like. Try to work co-operatively, dealing with issues, not personalities.
- ❑ Keep demands reasonable – local authority staff work under time & budgetary constraints. Remember, even small changes are improvements to the status quo. The "gold plated" version may also not be cost-effective in many places.



- ❑ Timing can be quite important, particularly in relation to funding in annual plans. Appealing at the last minute for some new funding is likely to be less successful than earlier lobbying to get something in the initial draft plan.
- ❑ Offer help, don't just demand! You must expect to have to fill some gaps if you wish to make progress, particularly where there is no dedicated cycling staff.
- ❑ Plan joint projects. You might provide labour and expertise; the council provides money and resources. Bike to Work Day might be arranged along those lines.
- ❑ Lend staff books and articles; encourage them to build up their own library e.g. use others' experience to avoid reinventing the wheel. ***CAN has an extensive Library of books, articles, brochures, videos, CD-Roms, which you can borrow. Information regarding "Safe Routes to School" can be obtained from: [www.sustrans.org.uk](http://www.sustrans.org.uk) or [www.safekids.org.nz](http://www.safekids.org.nz) or [www.ccc.govt.nz](http://www.ccc.govt.nz).***
- ❑ E-mail and letters are good for detail, but personal contact is important for building a relationship.
- ❑ Improve your chances of knowing about issues you'd like to comment on by establishing means of regular contact. Create an expectation that you'll be consulted or informed. Put yourself on the mailing list of publications from key organisations (see contacts page 5).
- ❑ If you know that a new proposal for roading is being presented by Council Operations, or the Council roading engineers to the Local Council Meeting, and if this includes cycling facilities, speak in support of it during public speaking time. Make sure to look at the proposal and plans before the event. You will need to notify the council in advance of your wish to speak. You may also have to supply copies of your speaking notes.
- ❑ Take meeting minutes of face to face meetings. Email, fax or send to Council representatives for agreement of what was said.
- ❑ Acknowledge & celebrate progress, no matter how small. Both you and the council will get good publicity from joint promotion of jobs well done.



**Chch City Council Staff Bikes**

## ***Preparing Your Case***

- ❑ Be precise about what you want; asking for something vague like "improved cycling facilities" can mean a lot of different things to different people.
- ❑ Provide evidence - anecdotal, statistical, technical, research - from NZ or overseas. The people you are lobbying may need to convince others who are also involved in decision making.
- ❑ Get advice & information from CAN executive members (including technical experts), CAN groups, the CAN library (list available on CAN website or from CAN), the Internet (see CAN site for links), staff at other local authorities etc.
- ❑ If you can provide practical examples of where your proposal has successfully worked elsewhere (especially within NZ), do so. Councillors and staff alike will be more receptive to real examples (and pictures!) that they can model local projects on.

- ❑ Explain why your solutions are the most appropriate and should get priority over other proposals - are there other, cheaper means of solving the problem?
- ❑ A Bike to Work Day increases the cycling population and is a relatively cheap event for the council to support. Supportive attendance (i.e. not just "token" appearance) at such events by politicians and other high-profile people helps raise the credibility of the message.
- ❑ Have an idea of what your proposals might cost and think about what benefits might offset these costs e.g. quality of life is a definite benefit to children and families in your community.
- ❑ Demonstrate that your proposals are supported by the community. This may involve lobbying other organisations and community groups before lobbying at the political level. Joint lobbying with other groups may be more effective than going it alone. Schools, residents and businesses, community groups, sporting groups, regional offices of govt agencies, and even the AA may be useful allies to get proposals considered.
- ❑ Support can be obtained from CAN nationally, petitions or endorsement from other organisations (e.g. environmental groups, businesses). Questionnaires distributed in the community or filled in at a stall can show that the community supports your proposal. You may want to arrange a public meeting to get support.
- ❑ An informal cyclist count (e.g. early morning counting workers and children), on a specific road that you are making a proposal for, may sway opinion. In the long term, encourage councils to carry out their own regular counts.
- ❑ Present your ideas so they capture peoples' imaginations.
- ❑ Show how your proposals fit in with the vision or policies of the organisation you are lobbying.(or their umbrella agencies such as national/regional govt). Don't assume that this is acknowledged.
- ❑ If possible, check the position the people you are lobbying have taken on matters relating to the issues you are raising, to get an idea of where their sympathies lie.
- ❑ Consider some acceptable compromises, should your initial proposal get turned down - e.g. a longer timeframe, a cheaper option. Don't however accept a proposal that creates new safety concerns, is not likely to be used, or that limits the future possibility of an improved facility (for example, a narrow bridge clip-on is very difficult to widen in the future).

### ***Arranging a Meeting***

- ❑ Send a succinct letter outlining your proposal.
- ❑ Give the person you're meeting a few weeks to prepare, if possible. This gives them a chance to think it through & get a briefing on the issues and you don't have to waste time at the meeting starting from square one.
- ❑ If the message is complicated, or if the task of persuasion is hard, then do a dry run beforehand. See how convincing your arguments are to a non-cyclist.

### ***Presenting Your Case***

- ❑ Don't overwhelm them with lots of people. Make sure that everyone has a task or role.
- ❑ Keep it short and snappy - you'll probably get no more than 30 minutes to be convincing.
- ❑ Specifics can be dealt with later, once there's agreement on basic principles. Councillors in particular may not want to know details.
- ❑ Reinforce and clarify the points already made in your letter.

- ❑ Have any relevant documents on hand and explain that they are available on request.
- ❑ Leave them something that sums up the points you have discussed.
- ❑ Leave them with some action to undertake, e.g. to get it investigated by staff, or to make a formal resolution.
- ❑ If possible arrange for council officers to go on a bike ride with you to discover possibilities (for nature track or shortcut) or discover cyclists problems when at a particular site(s). This can be a good publicity-winner too!
- ❑ Keep the channels of communication open, even if you haven't initially achieved what you wanted.

### ***Follow-up***

Follow up your meeting with a thank you note or phone call. If arranged, write up some minutes and forward them promptly for agreement. Forward any information on request. Don't plague them but keep in touch.

### **Finally Commuter Bikes in New Zealand!**



***Ladies Red  
Commuting/Shopping Bike***



***Mens Silver  
Commuting/shopping bike***

## NOTES ON CAMPAIGNING

Campaigning implies a long-term approach. The issues raised in the notes on lobbying apply here too, but campaigning involves other considerations.

- ❑ Campaigns are very time and energy consuming
- ❑ Where possible, do it yourself (provided you know how!)
- ❑ Carefully define what you want - look at what's going to be fashionable & try and turn it to their language
- ❑ Think clearly about how Government (and other important pressure groups, bureaucracy) sees you. If at all possible, break their stereotypes
- ❑ Know the issue inside out - being able to provide them with the bits of information they need is very strategic
- ❑ Know the system inside out - who's going to make the decision? You might not know exactly, but cover the possibilities. Don't assume the person you're lobbying is influential or that he/she'll still be there when the decision is made. It is very useful to make friends with the money people.
- ❑ Be there to the end - don't be out of the room when the key decisions are made
- ❑ Some people can't be ignored - what faction are they in? who else works with them? what influences them or who is in a position to get at them? Exploit contacts.
- ❑ Think - when is it the time/day to ask the hard question?
- ❑ Remember - "nasty" is a tactic that sometimes works (e.g. embarrassing them in their groups or public), but timing is important, and there's no way back
- ❑ Differentiate yourself from others who are also out for their share of the money and influence
- ❑ Try out your messages on someone who's never heard of the issues - does it push their buttons? If not, it won't work on politicians.
- ❑ Build up a "favour bank" (e.g. provide opportunities for politicians to promote themselves; give practical help to local government officials)
- ❑ Community action - the difficulty is how to turn people from caring about something to them doing something about it.
- ❑ You need to get on at least page 2 of the paper - 'softly, softly' is not the approach to an immediate problem
- ❑ Use high profile people (not necessarily associated with your cause) to meet with politicians, be photographed with them - identify them in advance and school them on the issues.
- ❑ For a long term campaign, organise 'good news' stories & drip feed them.



**Tauranga (CAT) Visibility Campaign**



**A small campaign - getting cycle parking**

- ❑ Think about how you'll deal with dissent within your own ranks if things go wrong.
- ❑ Consider well in advance of an election who'll you adopt amongst politicians post-election - find out which candidates are cycle friendly by sending out a questionnaire and encourage others to vote for them
- ❑ Post-election, go to them and ask their advice, for example, as a way to establish a relationship

## WRITING A SUBMISSION & ORAL PRESENTATION

### *Writing a submission*

#### *Give yourself enough Time*

A rushed submission will probably be apparent to someone reading it and won't provide your best case. Plan ahead to allow enough time for background reading and discussion, preparation of a draft, and incorporation of feedback from your group.

#### **State who you are.**

Start the submission with information on who you or the submitting organisation are; who you represent; why your viewpoint is particularly valid.

#### *State your Experience.*

Why are you uniquely or specially experienced to write about this? Can it be backed up by facts or figures? Does it link to a specific amendment or change? - if so, try and detail that.

#### *Make Reference to Specific Parts of any Draft Proposal/Document.*

The reviewers will probably not be looking to make wholesale changes to a draft. Therefore they will find it more useful to have specific comments about parts that need amending/deleting/introducing, rather than waffly discussion about the principles of the issue. However if you have grave concerns about the thrust of the draft as a whole then say so, and suggest viable alternatives.

#### *Get your Submission checked before sending.*

You will lose some credibility if your submission contains errors (both factual and spelling/grammar) and is poorly presented both visually and in terms of logic & structure. Get it checked at least by someone in the know and an "outsider".

### *Oral Submission*

Work out your key message, making it as unique and memorable as possible.

- ❑ Plan to speak for no more than 5 minutes – and time yourself when practising. Keep 5 minutes extra in reserve (in case they have longer available); have a 3-minute version ready (in case they are under time pressure).
- ❑ Do not assume that the members of the panel have read your submission.
- ❑ Do not read your submission word for word. But do plan the flow of your presentation on the direction taken by the submission. Use ordinary language –and the occasional strong phrase to stress a point. Speak clearly. Avoid being too technical.
- ❑ Remember that you are probably not speaking to experts. But don't "talk down" to them, or belittle their ignorance - tact is the key.
- ❑ Use anecdote, especially personal experiences, to get panel members on your side. Telling a story about an issue, and/or talking about yourself, is a good way of getting a message over.

- ❑ If possible, and if it doesn't confuse your message, have someone with you who can give the message more depth and character.
- ❑ If the panel cuts back on your time, do not show your annoyance. Accept that they are a pressured body. Do not overreact in response to panel members whose only intention is to upset you. Keep returning to your basic message.
- ❑ ***Anticipate the most difficult questions*** that opponents of your message might ask you – and plan superb answers to them. If possible, deal with those issues in your presentation.
- ❑ If there is a non-oral way of getting your point over (for example, a role play; a photograph; using slides or a OHP, or whatever), and it fits in OK with your topic, use it. Make the experience of your submission a memorable one for the panel. Check ahead of time on what facilities are available and confirm these just prior to your presentation.
- ❑ If you want changes to what a bill says, or want an inquiry to make certain recommendations, make it clear and even provide wording.

## **MAKE THE MEDIA WORK FOR YOU**

Recognize the inherent risks and seductive opportunities involved in encouraging media interest. They may dig up the "other" side to the story or choose to report only extracts of your message.

Unless the situation is exceptional, write down what you want to say. It can be in the form of notes to yourself for a telephone or radio interview; or a release (containing news), a statement (a response to a previous or current event), an advisory (advertising an event in which you are involved).

Keep asking yourself “What is special about the message I have to give?”

If the media respond, get back to them fast. They work to tight deadlines. They are generally doing you more of a favour than you are doing them.

If you get a cold-call from the media asking you to comment on something, do everything to avoid responding then and there. That is high-risk territory for mistakes. Offer to call back in a few minutes, end the call, work out something and phone back. Or offer to put your thoughts in writing and E-mail or fax through.

Before saying anything which might come back to harm you but you feel you must say, establish that you have “*off the record*” status and avoid saying anything that only you could possibly have known or thought.

Don't try and control what the journalist might produce; don't insist at approving something before it is published. If they offer that, fine.

At the bad moments, when a negative story about you is first item in every news broadcast, remember that there is much truth in the assertion that “all publicity is good publicity”.

***A media release etc. that is repeated word for word, prominently, in the media that you have targeted is a bulls eye hit!***





## PEOPLE TO BUILD RELATIONSHIPS WITH

- Council staff (local & regional)
- Local & regional councillors (not just sympathetic ones)
- Road safety co-ordinator
- Transit NZ regional office 'cycling champion'
- Transfund regional office staff
- Health promotion workers (DHB based)

Send ChainLinks or e.CAN to people you would like to build relationships with. Select information you think may be helpful to them. Send a special personal invitation to them to attend the cycle conference.

Find other opportunities to touch base with them, either in professional or social settings (e.g. invite them to speak at one of your group meetings).

### ***Bodies to get involved with***

- local authority road safety reference group
- Local environmental groups
- regional cycle forum (convened by regional council)
- Regional Council- especially Regional Land Transport Committees

### ***Opportunities for influence***

- Submissions on Local/Regional authority's Annual Plan, District Plan and other relevant plans (e.g. Economic Development plans, long-term strategies/community plan.)
- Letters to the editor of your local paper & national newspapers. Maybe also opinion articles, depending on your contacts.
- Set up displays/have stalls at events to distribute information about CAN and cycling in general. Keep your display simple and attractive – don't overwhelm with large amounts of text. (CAN has display materials available for borrowing)



***Every Day! Our Aim!***

### **ChainLinks Mag as a Tool of Influence!**

The magazine ChainLinks is a good resource to use for decision makers at your local council. It has great interest value to the cycling industry and cycling commuters. Bicycle enthusiasts enjoy the discussions about novel bikes in the magazine. Local Council Engineers get new ideas from the technical content such as the article by Glen Koorey on design issues. It is not a bad idea to ask your group members to share copies or hand on their copy (when they have read it) to people in your community. You will also receive ChainLinks electronically. If your group has the resources, more ChainLinks could be printed for distribution. While in the short-term offering "freebies" is good PR, in the long term you may want to encourage recipients to join CAN or your group - ChainLinks now has a membership slip on the back of the magazine.

### **Example Content:**

- Different Bicycles available in NZ
- My Kingdom for a Commuting Bike
- Designing for Cyclists: Country Road, Take me Home.
- European Union Recognises the Importance of Child Mobility
- A View from Cambridge UK
- Cycling Research: Rural Cycling Safety
- Cycling News from around New Zealand
- CAN Funds for local Projects
- Bill Blakie: Invercargill Cycle Builder
- An Urban Design Forum for New Zealand
- First Hook Turn for NZ Roads

## **CAMPAIGNING AIMED AT THE GENERAL POPULATION IN YOUR COMMUNITY.**

Not only are we lobbying for better conditions for cyclists; we are also lobbying to get more people cycling. Research shows that the more cyclists on the road the safer we will all be. The more members CAN has the more we are able to do for you as a cyclist.

- ❑ Cycle yourself – lead by example. The more cyclists on the road the safer we will all be.
- ❑ Arrange Saturday/Sunday cycling trips or if that is not possible, organise the occasional big trip in your area.(Show people routes where you may be able to cycle off main and heavy traffic roads). The Auckland Group CAA is doing this and they are creating maps of these routes. Please contact us for more information.
- ❑ If you are not able to organize trips, inform your members of other organizations in your area who do trips.
- ❑ Try to get bike parking stands in the local town centre – seeing bicycles locked up there may get people thinking about the bike in the shed
- ❑ Whenever you encounter negative attitudes to cycling – counter these with statistics (it's not always raining, it isn't really dangerous etc.) CAN can supply you with key facts and figures (see page 16).
- ❑ Run a safety campaign (e.g. the Cats eye campaign in Tauranga)



***Bike to Work Day Christchurch***

- ❑ Lend videos and other informative material to interested people.
- ❑ Let your enthusiasm inspire others.

### Display Posters - Myths about Cycling.

**Myth number 1.**

**Cycling is only for kids**

LTSA Travel Survey 1997/98 found:  
53% of all cycle-km travelled were by people aged 20+

One km in every six km = 17% were cycled by people aged 40+

One km in every twelve = 8% were cycled by people aged 60+.

**Myth number 2.**

**Cycling is only for poor people!**

Our members who cycle include people of the following professions:  
Architects, doctors, council staff, university professors, researchers, NZ Symphony Orchestra members, IT staff and business managers

They all  
Cycle to work!

***Six Poster Designs are available from CAN on request!***

## **RUNNING A GROUP SUCCESSFULLY**

### ***Incorporation***

You can operate your group successfully without incorporation. Incorporation costs \$100. Forms can be obtained from the Registrar of Incorporated Societies at the Ministry of Commerce Companies Office. In Wellington the address is Private Bag 5901, Lambton Quay. Ph 04-471-1028, Fax 04-473-4636. There may be an office in your area (check blue pages in the phone book). The advantages are:

- ❑ It limits personal financial liability of group members.
- ❑ Gives you certain protection in, for example, Environment Court proceedings.
- ❑ The need to satisfy the Registrar's requirements is a useful discipline.
- ❑ Some organizations (e.g. Hillary Commission (now SPARC) will not make grants to clubs that are not incorporated.
- ❑ Being incorporated sends a signal that you're a well organised group
- ❑ Incorporation means that you have to maintain proper accounts and have them audited annually and make annual returns to the Registrar.
- ❑ Your constitution must contain the appropriate clauses (6.2,7.8 and 13.2 in the generic constitution).
- ❑ You can obtain Tax-Exempt status. Get the forms from your local IRD office. This means you won't have to furnish tax returns.

### ***Bank Account***

Ask your bank for an application form for your group. You will need your Treasurer's and Secretary's signature on the application and the application must be stamped with your seal. If you are already an Incorporated Body bring your rules/constitution along. You should always

have two people sign all cheques. It may therefore be a good idea to appoint a third person who can sign cheques in the absence of one of the appointees.

It may be practical to have agreed rules/procedures for approving certain costs without the wider approval of the group. For example, stationery and copying costs up to a set amount each month could be agreed on, so that day-to-day activities are not stalled by the need to get approval from the next group meeting.

## ***Funding***

For most groups this comes from subscriptions and donations. Your subscription rate should include the CAN Levy of \$7.50 per membership. Also see separate document in the Appendix

CAN Funding: An amount of \$500 per year has been set aside to assist local CAN-affiliated groups to become more active. There is a maximum of \$100 available per group in any year. Anything considered, as long as it is in the interest of cycling advocacy.

CAN will expect a report back from the group, saying how the project went, for publication in ChainLinks. Applications should be sent to the CAN secretary and will be considered by the CAN committee. There is no form to fill in, but it would be helpful if the following things could be addressed in your letter:

- ❑ Aim & details of the project
- ❑ Timing for when funding needed
- ❑ What you want CAN to fund
- ❑ Contact person in case more information is needed.

## ***Meetings***

- ❑ If you have a public meeting to launch your group, use it as an opportunity to set regular meeting dates, times and venues.
- ❑ Have some venue options prepared in advance. Try your local authority - they may allow voluntary groups to use their meeting facilities (Wellington and Hamilton City Councils do, for no charge). Having your organisation's name appearing in the council's diary is no bad thing. A local environment centre, church hall or café are other possibilities. Meeting venues should ideally be central; but if your area has a number of localities consider taking turns to host them.
- ❑ Check out meeting dates for other groups with similar or overlapping interests (e.g. environmental or sports groups, other cycling clubs) so you can avoid clashes. You could alternate between two different times/days to allow for wider representation but it may be harder to remember this.
- ❑ Most groups seem to meet monthly. A regular arrangement (e.g. first Tuesday of every month) is easier for people to remember. You might wish to time your meetings to fit in with your local council's meeting series - the week before their transport committee meetings for example.
- ❑ You'll never find a meeting time that suits everyone. Take a poll at the public meeting of people who will actually attend, and go with the majority.
- ❑ You may choose to run meetings formally or informally. Whichever way you do it, some things are essential: some form of structure (usually achieved through an agenda and/or a chairperson) and some form of record (usually minutes).
- ❑ Try and make meetings inclusive - welcome new members, give people opportunities to volunteer ideas and help.
- ❑ People get turned off meetings if they take too long or get sidetracked by irrelevant issues. The meeting chair must be firm in halting debates if necessary and perhaps

suggesting that the parties involved continue their discussions at another time (sub-committees can sometimes be set up for this purpose too).

- ❑ Meetings don't just have to be all work and no play. Sure, ho-hum things like approving expenses and reviewing correspondence need to be done. But to lure more attendees, dangle attractions like interesting guest speakers and supper at the end.

Further information on running meetings is available from CAN and by downloading one of the many resources from The Hillary Commission website: [www.sportsnz.co.nz](http://www.sportsnz.co.nz).

## ***Membership***

Some cycling advocacy groups operate successfully with a small membership. Having a large membership doesn't necessarily mean you'll have many times the number of people doing 'core' advocacy work that a small group has. You will, however, be able to undertake a wider variety of activities, and will have a larger pool of people to call on as volunteers (even if some people do little).

***Recruiting members*** isn't that easy. Neither is retaining them. A number of things will help, though:

- ❑ a good public profile
- ❑ a good application form and poster in key places (e.g. bike shops, libraries, council offices, environment centre) or given directly to cyclists at bike events or on the street. See the section on "Opportunities for Influence".
- ❑ contact details listed with local authority (most will have a directory of clubs/community directory) and CAN.
- ❑ a broad focus: a combination of activism and more 'low key' activities to attract as wide a range of people as possible
- ❑ a newsletter and other membership benefits (see 'Fringe Benefits' below)
- ❑ successes (even small ones). Don't expect miracles to happen. You have to keep working at it.
- ❑ Find out what your members are able or prepared to do - give people an opportunity to state this on your application form or ring them after they have joined. Keep a record of this on your membership list or database. You can then compile a list of potential volunteers for a given project, or avoid pestering people who wish to be financial members only.
- ❑ Ensure that any membership form you design complies with the Privacy Act 1993 - it should give people the option of refusing to allow the information they supply you with from being passed on to outside organisations (see CAN membership form for wording).
- ❑ Volunteers – don't abuse them. Reward them where possible - free t-shirts at the fun ride, or a meal afterwards, for example. Reimburse relevant expenses if possible.
- ❑ Fun events (e.g. a public family bike ride) can provide an opportunity for members to be involved in an undemanding way.
- ❑ Consider having social activities - they may not seem to be part of your core business, but they can lighten the atmosphere and help inspire people to become more involved.



***Kapiti Cycling member trying out a new ride for members.***

- ❑ Social bike rides can help you get to know your members and the local area more thoroughly!
- ❑ If your regular meetings are too formal for some members, or on a night when some people cannot make it, consider delegating some work to smaller self-organised groups. Cycle Aware Wellington has four such groups (including Education & Safety, Technical & Planning, Membership & Publicity) that meet regularly at times and venues to suit members. These groups receive instructions from and report back to the monthly meetings. Other groups are formed for specific purposes (e.g. strategic planning, events).
- ❑ It's worth putting effort into getting people to renew their subscriptions. For a voluntary organisation, a fixed renewal date (rather than renewing a year after joining) is probably the easiest option. Check that your constitution reflects your choice of renewal date.
- ❑ When calling for renewals it is good psychology to send people a list of the information you hold on them. The desire to correct inaccuracies tends to encourage people to respond - and enables you to update your membership list.

***NOTE! Offering membership benefits, such as: Newsletter, discounts at cycle shops, cycle insurance (available via CAN affiliation), recreational rides, social functions and commuting advice will attract members. See also the section on "Opportunities for influence".***

Discounts at cycle shops are not that difficult to arrange. A common discount figure is 10%. Members should be able to use their receipt from you as proof of membership. As a way of returning a favour you may list the cycle shops offering discounts in your newsletter.

## ***Newsletters***

If your group affiliates to CAN, your members will all receive 'Chain Links', the CAN newsletter. Chain Links is mailed to groups in bulk - while sending them on to your members, you can also enclose your own newsletter (perhaps a simple folded A4 sheet inserted in the middle of ChainLinks) and other correspondence (such as membership renewal notices).

- ❑ Your newsletter need not be long or fancy – it's primarily a way for you to keep your members informed of the group's activities, other news and meetings, to ask for their help, and to give them an opportunity to air their views. For the bulk of your members the newsletter will be the main (or only) thing that connects them to the organisation.
- ❑ Having a newsletter editor with e-mail is useful .
- ❑ CAN encourages each of its affiliated groups to send a copy of their newsletter to other groups or to CAN for posting on their website. (see contacts map for address details).



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**CONVENIENT SHOPPING**

The trolley is connected to the bike with a special axle.

The perfect solution is to have two bikes and leave the special axle on the second bike – then all you have to do when going shopping, is to hook the trailer on the axle – push the pins in and go. The trailer is incredible easy to handle – you can load stuff inside and on the top. It very recently carried 300 fat ChainLinks for CAN Groups!