

CCP PROPOSED BUSINESS PLAN, YEAR TWO

March 25, 2020

CCP YEAR TWO DELIVERABLES

COVID-19 CHALLENGES

The COVID-19 pandemic has suspended all CCP programs and events in Caledon and Brampton. Peel Public Health is discouraging even small gatherings of people, so it is not possible to organize Pedalwise single protégé or group rides. Our partners have closed all their venues, so it is not possible to open the Bike Hubs and operate BikeWrx sessions or seminars. Peel Public Health has informed us not to expect an easing of restrictions for several months. It may be well into the fall before life returns to anything that could be classified as “normal”.

Recreational cycling has already been banned in parts of Europe, and our local political leaders have indicated regulations here could become even more draconian. Even the City and Town parks are now shuttered. Cycling in Brampton and Caledon is still legal but that could change if Peel residents do not demonstrate better social distancing compliance.

Existing trails and open roads present a safety challenge for cycling activities in maintaining social distance. Most multi-use paths are too narrow to allow either cyclists or pedestrians to pass with a 2-metre buffer. The roads require single file travel, but bunch up could occur at intersections. Added to the possibility of disease transmission is the risk associated with injuries. Cyclists’ falls requiring medical assistance will put unwanted load on the already overburdened healthcare system.

COVID-19 OPPORTUNITIES

Countering this push for more restrictions, is the realization that outdoor physical activity is an imperative for on-going physical and mental health and well-being. Cycling for transportation has the added benefit of being safer than public transit from a physical distancing perspective. It also offers a cost-effective option for marginalized workers. There is a significant risk to discouraging walking and cycling and the urgency increases the longer the public lockdown is in place.

The risks and benefits need to be balanced and actions weighed accordingly. Toronto and Vancouver are currently looking at barring motorized vehicles along certain streets in urban neighbourhoods to allow more public space for pedestrians and cyclists to spread out and maintain social distancing. Calgary has just announced that they are doing the same.

If the municipalities and the Region could follow these cities in closing underutilized streets to motorized vehicles, the CCP could then host events, seminars, DIY bike repair workshops and Pedalwise mentoring activities that would make effective use of this freed public space.

Considering the fluid situation, it is difficult to put definitive plans in place. We are investigating options that will facilitate at least some form of Community Cycling Program presence in Brampton and Caledon during the COVID-19 crisis. We have had discussions with Brampton City Counsellors and staff on strategies that will encourage cycling that conforms to social distancing guidelines, both for transportation and recreational purposes.

Even if events and activities cannot be run until the fall, our plan is to offer scheduled BikeWrx bike repair training modules through videos and interactive online classrooms during the spring and summer. By the fall we hope to resume physical Bike Hub activities but that will be dependent on current restrictions being eased. Even so, we still expect the public will be reluctant to gather indoors for fear of contagion. Activities will initially be run in outdoor spaces where possible. Hopefully the crisis will be well past once the snow flies and we can resume regular services at that time.

Resuming Pedalwise activities will more of a challenge. As this point, we are not encouraging any form of “group riding” activity and we don’t see that changing for a few months at least. When it is deemed safe and socially acceptable to do so, we will begin organizing group riding that incorporates social distancing protocols.

In the meantime, we will be developing a more structured mentor training program and will be engaging both mentors and protégés through webinars and social media. Once the height of the crisis passes, perhaps by late summer or early fall, we can resume in-person Pedalwise programming.

BIKE HUB LOCATIONS

SUNNY MEADOW/BRAMALEA

Of the four Bike Hub locations, Sunny Meadow stands out as the site having the largest sustained clientele, averaging 47 participants per month. Sunny Meadow is the longest running Hub at almost 26 months of operation. Its central location is a benefit and there are several mentors and protégés living in the neighbourhood who have become regulars. It is also the place where the monthly BikeBrampton meetings are hosted before a BikeWrx session and where the bike library is located.

PCHS has acquired the unit adjacent to 108 and will expand the space across the two units. Our plan for year two of the CCP, once the COVID-19 crisis has passed, is to expand the Sunny Meadow Bike Hub and dedicate more permanent space to CCP operations. Peter will continue to be our primary Bike mechanic, offering regular BikeWrx training modules from the Sunny Meadow location.

In addition, we will hire a part-time staff person who will be based at the PCHS offices, maintain the bike library, deliver seminars on the importance of cycling to LINC classes and other community groups, produce video, webinar and other promotional content and manage all Bike Hub locations.

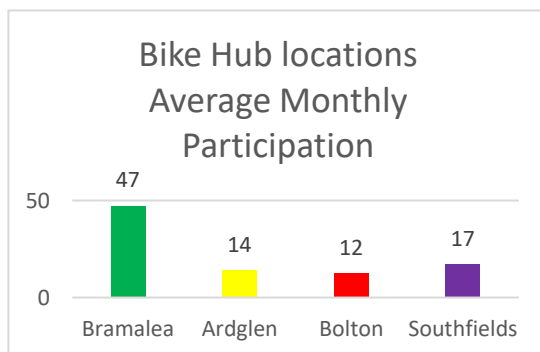
ARDGLEN/ORENDA

The Ardglan location was averaging 14 participants per month during its five and a half months of operation. It was beginning to attract a local clientele base, but that stopped when the families at the townhouse complex at 51-67 Ardglan Drive were displaced due to renovation at the end of October 2019. Renovation work is progressing and

there is some indication that residents may be allowed to return by the summer.

Our plan is to reopen this location once the residents have returned and the COVID crisis abates. Joe will, once again, be our regular bike mechanic. We will coordinate a “welcome back” event with The Journey and do additional promotion in the area in order to grow the participation rate.

We will also look to expand the Ardglan Hub catchment area to include communities in the Orenda Court, McMurphy and



South Fletchers neighbourhoods. This will be done through portable BikeWrx sessions.

SOUTHFIELDS AND BOLTON

The Southfields and Bolton Bike Hubs in Caledon draw an average of 17 and 12 participants per month respectively. Those numbers are skewed up by events such as the official opening, the boy scout troop visits and the focus group session that was hosted at Southfields. Although both Caledon locations have been in operation for less than a year, it is concerning that we have not been able to build even a small, regular clientele nor attract protégés for the Pedalwise program from the surrounding neighbourhoods.

As partial explanation, the undulating topography, geographic distance and lack of AT infrastructure, in suburban areas such as Bolton, makes transportation cycling in Caledon challenging especially for new cyclists. In addition, Caledon is a collection of towns and villages each with different demographics, needs and areas of interest. We are challenged to get connected to the different sub-communities despite good support from Caledon Council and town staff. Supporting sites that are not patronized is wasteful of resource and demoralizing for staff and the mentors who have been trained to support the Pedalwise program. Our plan is to take the BikeWrx program mobile and offer services in facilities such as recreation centres, wellness centres and the local library to attract new people.

For CCP year two, we have a commitment from Caledon Community Services (CCS) of stronger support to help us establish community connections and expose CCS clients to CCP services at their Evolve Lifestyle and Exchange locations in Bolton as well as at our partnership location in Southfields.

The Southfields site will be moving to the new recreation complex in July although we expect delays due to construction and the COVID restrictions. We will continue offering regular BikeWrx programming at the Southfields location once it opens. We will not operate a regular Hub at the Exchange in Bolton although we may maintain the storage shed there. Instead we will offer mobile BikeWrx training, DIY sessions and community outreach activities that will “pop-up” at various locations in Bolton, Caledon East, and Southfields as part of other planned events. Our target is to deliver 10 sessions between September 2020 and March 2021.

MENTOR TRAINING AND CERTIFICATION

Each protégé is different. The ideal mentor tailors the Pedalwise program to meet individual needs and challenges. The mentors are challenged in their ability to connect with protégés to foster confidence and impact protégé behaviours. It may even require the mentor to go beyond mere cycling skills and confidence and provide emotional or psychological support. This puts a great deal of responsibility and burden on a volunteer position that is so critical to the program’s success.

In order to grow the Pedalwise program further, we need a more consistent and scalable approach. The performance of three Pedalwise mentors stands out as delivering excellent and repeatable results. Barry, Lisa and Steve L. rose to the challenges noted above. They organized regular protégé rides. They came up with interesting ride destinations including helping protégés ride to work. And they gently yet skillfully encouraged their protégés to meet and exceed individual goals and expectations. They are the ones who are making the Pedalwise program work and we need to replicate their knowledge, skills and techniques.

We need more mentors to support the protégés that are currently dispersed throughout Brampton and, in the future, throughout Caledon. If the meet-up spot is too far away, protégés will be uncomfortable on the roads and they will not participate. We need leaders in each area to create local connection groups that will organize their own rides or ride in groups to the meet-up spots.

For year two of the CCP we will ramp up the mentor recruitment process, setting expectations to ensure the mentor has the time and inclination to commit to what is required. We will enhance our existing mentor training and create a mentor certification program. To ensure consistency of cycling skills, it will include elements of CAN-BIKE level 3 and level 4 training. To help mentors deal with the practical challenges of cycling for transportation, it will also include mentor coaching. Kevin Montgomery, a certified CAN-BIKE instructor, will provide mentors with cycling skills training through CAN-BIKE level 3 and 4 courses as required. Barry, Lisa and Steve will develop and deliver a mentor coaching session to teach mentoring skills based on their experiences and successes. We will also increase the mentor honorarium to reflect the importance of this position to program success.

CANBIKE INSTRUCTION

Eleven percent of current Pedalwise protégés do not know how to ride a bike. This is a larger percentage than expected. It is a good problem to have because it indicates there is significant interest from adults (many of whom are in middle age), who want to learn to ride. Adult learners take longer than the two-hours of training that was delivered in year one, and the curriculum needs to be adjusted to add a practical component to dealing with traffic in our current municipal infrastructure.

For year two our plan is for Alina and Kevin to continue offering one-on-one training to new adult riders and to help the mentors with skills assessment. We will also experiment with group training classes using the CAN-BIKE “Commuter” curriculum. Finally, we will work with the City of Brampton Recreation and Community Services to develop and deliver cycling skills training for adults on an ongoing basis.

PROMOTION-TAKING IT TO THE NEXT LEVEL

In order to grow the program, we need increased focus and resources on promotion. We are looking at developing a series of promotional videos to highlight the stories of the Pedalwise mentors and protégés. We are in the process of translating our promotional material into languages other than English. Videos can be posted to YouTube and broadcast on IPTV. We will also use external advertising through social media, Facebook, Twitter Instagram and Tik Tok, as well as print and radio as appropriate.

As mentioned above, we will put a specific promotional effort in Caledon Bolton and Caledon Southfields with the help and support of Caledon Community Services. For Brampton, we will continue promoting the Bike Hubs through community tables and we will develop opportunities to integrate Bike Hub activities into other events such as LINC curriculum, Repair Café, Brampton Library, Farmer’s Market, Job Fairs, etc.

TAKE IT OUTSIDE

As identified in the first section above, the dropping of COVID-19 restrictions will not mean things will revert to normal. We anticipate continued public mistrust of indoor meetings and groups. As a result, we are planning to deliver outdoor workshops, seminars and events that continue to facilitate social distancing. Events will be held in parks, recreation centre parking lots, school parking lots and public spaces such as Garden Square. BikeWrx sessions will be delivered by bringing tools and stands using a cargo bike or bike trailer.

We will request municipal support for access to open public spaces. We have already had preliminary discussions with a City of Brampton Regional Councillor and members of City staff. Workshops will be delivered with approved equipment sanitization protocols. All programs will be managed with endorsement and support from Peel Public Health. These workshops can be followed up with community rides supported by members of the Caledon Cycling Task Force or the Brampton Cycling Advisory Committee. Rides will be led in small groups of 5-10 with pre-set social distancing rules.

EVALUATION

For CCP Year two we want to simplify our evaluation process while maintaining continuity with historical data. We will:

- Review current evaluation practices and develop an evaluation and analysis plan,
- Adapt existing surveys for use with Pedalwise and BikeWrx participants including mentors.
- Continue collecting cycling trip data through the STRAVA web app,
- Maintain attendance data at all Bike Hub events.
- Produce descriptive and statistical analysis of data,
- Incorporate analysis data into an interim and final report.

STAFF POSITIONS

The CCP in year one was resource intensive, relying heavily on volunteer labour and paid staff who supported the program as a passion rather than a source of income. We have been very fortunate to have knowledgeable and dedicated resources supporting this program including: Peter, Gerald and Joe as our outstanding bike mechanics along with Luca the mechanic in training. Alina and Kevin as our bike instructors, Kevin who also provided IT and web-host support, Angela who ran the focus group sessions, and Dayle who provided everything from web content to cost tracking and invoice support. She has been the glue that has kept the program together. David and Dayle are the primary hosts who welcome people when they arrive at Bike Hub sessions.

For year two we will need the following staff positions paid at market rate:

PROGRAM MANAGEMENT

David and Dayle Laing, (D&D Designs) will have overall responsibility for liaising with all partners, staff and volunteers to deliver the programs according to the promised content, schedule and budget at both the Caledon and Brampton sites. They will be responsible for sub-contractor agreements, monitoring expenses and financial audits as well as report submissions.

A part-time program manager position will be hired to work at PCHS offices and be paid as an employee. The position will be responsible for creating program incentives and for meeting assigned goals and metrics regarding mentor and protégé recruitment and cycling behaviour. The manager will also be responsible for promotion and community outreach both inside and outside PCHS. This will be a contract part time position 16 hours per week.

We will also add a summer student position to help with community outreach.

BIKE MECHANICS

We will have 3-5 contract part time certified bike mechanics who will share the duties at the Bike Hub locations as well as delivering mobile sessions at public venues. The mechanics will be responsible for delivering the basic mechanics curriculum, and for supporting those wanting assistance at the drop-in sessions. An average of three to four BikeWrx/drop-in sessions will be delivered each week, more in the high seasons, exclusive of public holidays.

Mechanics will also be responsible for maintaining bikes in the library and for ordering and maintaining tools and parts inventory.

Mechanics will also be featured in virtual online seminars and video sessions.

Mechanics will be paid quarterly based on hours worked.

CAN-BIKE INSTRUCTORS

We will have two contract part-time certified Can-Bike instructors. The instructors' responsibilities will include developing and delivering (2) level three and (1) level 4 CAN-BIKE skills and safety workshops, leading group "on-bike" exercises, and providing one-on-one training as required to mentors and Pedalwise protégés. Instructors will service both Caledon and Brampton locations as necessary. Instructors will be paid quarterly based on hours worked.

WEB-SITE CONTENT MANAGEMENT

Potential participants to the Bike Hub programs will be directed to the BikeBrampton website to get program details and to register for programs. Existing participants will also use the website and social media for program information and other cycling events. It is important that the information is current, accurate and presented in an engaging fashion. This is a contract part-time position to manage web and social media content on behalf of the Brampton and Caledon Hubs. It will also be responsible for administration duties specific to the CCP. The content manager will be paid quarterly based on key deliverables.

WEB-SITE & STRAVA API TECHNICAL MANAGEMENT

This is a contract part time position to provide web-site technical management services. This position is also responsible for trip recording and data management processes as well as data security. The technical manager will be paid half yearly based on meeting key deliverables.

OTHER PART-TIME CONTRACT POSITIONS

- Mentor recruitment and training. This would be a part-time position focused on recruiting, training and managing the quality mentors for both Caledon and Brampton. The position would be paid quarterly based on meeting key performance metrics.
- Multi-language promotion and outreach campaign. This would be an external agency contract as described in the promotion section above. The contract would be paid based on deliverables.

ADMINISTRATION

The project will use the services of PCHS for general administration including accounting and insurance. Administration fees will be paid quarterly.

HONORARIA

Honoraria will be given to the mentors semi-annually based on:

- Number of prorated assigned protégés
- Number of reported protégé activities
- Protégé assessments

An honorarium donation will be given to Caledon Community Services in recognition of their in-kind support (providing free space) for the Caledon Bike Hub.

TRAVEL EXPENSES

While we encourage both paid and unpaid staff to use active transportation to get to and from Bike Hub meetings and events, this is not always possible. Car based travel is reimbursed according to CRA guidelines.

VOLUNTEER POSITIONS

The program will require approximately 15 mentors, 12 in Brampton and 3 in Caledon.

While the mentors are the only recognized volunteers in the program, there are plenty of volunteer hours that will be contributed, both by the paid staff and others, to ensure program success. For instance, many people who are not official mentors show up regularly at Bike Hub meetings to offer their knowledge and support. The mechanics and instructors offer substantial in-kind hours to provide things like bike inspections and repair, participation at community events and one-on-one remedial training. This program could not possibly be offered at the stated costs without the dedication, support and labour hours of volunteers.

CAPITAL EQUIPMENT (BIKES, PARTS, LIGHTS, LOCKS, RACKS, BASKETS, BIKE TRANSPORT)

The bike library needs to be continually updated. We are not wanting for bikes; donations come in from various sources on an almost weekly basis. These bikes usually require considerable maintenance to make them fit for public lending. Lights, locks, racks, baskets, brake pads, tubes and tires are the usual items that need to be added. A small amount of funding has also been reserved for the helmets that will be required for youth related programs.

We also now have a full complement of tools at each bike hub site. We will likely need a bike trailer for the mobile workshops. The bikes also need to be transported among hub locations as well as to schools and other places where mobile programming will be provided. In the past we haven't needed to rent trailers but there has been considerable mileage expense associated with these pick-ups and transfers.

CONSUMABLES (FOOD, INCENTIVES)

As our objective is to create a fun social atmosphere, the Bike Hubs will typically offer light snacks and refreshments. In addition, each Hub will host at least 2 celebration events during the year at which a meal is provided, supplemented with participant "pot-luck".