

## Fostering Diversity and Inclusion in Capital Bike

By Erica Camfferman, June 2021

### Executive Summary

For my Engaged Leadership Project, I collaborated with Capital Bike, an organization that supports people who want to enjoy cycling in the Capital Regional District (CRD). The purpose of my research was to bring awareness and attention to the topic of cultural diversity and how it intersects with Capital Bike. Diversity is closely related to Capital Bike's mission and purpose, which is to encourage more people to cycle. Based on initial planning meetings prior to conducting my research, there appeared to be a lack of cultural diversity in the Board, membership, and participants in programs.

My inquiry question was: *How might Capital Bike foster cultural diversity in its membership?* The sub-questions I explored were:

- What is your current understanding of the cultural diversity of the membership?
- What would a culturally diverse membership look and feel like?
- What barriers exist to cultivating a culturally diverse membership?
- What strategies and resources are needed to foster cultural diversity in its membership?

Capital Bike is a non-profit organization governed by a volunteer Board of Directors. Other internal stakeholders include staff, cycling instructors, volunteers, and members. Capital Bike has various partner and sponsoring organizations, including Island Health, media outlets, government, businesses, and community groups.

I conducted a literature review on the concepts of diversity and inclusion and how these terms relate to the cycling realm. From the research, it was clear that both diversity and inclusion are important for enabling community organizations to understand and meet the needs of the population. Another key finding from the literature review was the importance of addressing culturally specific perceptions of cycling, in order to actively welcome and include a diverse range of people into the cycling community.

I used an engaged and action-oriented approach, in which I collaborated with Capital Bike to address an important issue and determine practical actions toward positive change. In the first phase, I used an anonymous electronic survey to gather ideas and perspectives from Board members, members, instructors, staff, and volunteers. In the second phase, I facilitated a virtual discussion session with Board members, in which I shared the survey findings and provided opportunities for meaningful dialogue. Overall, these engagement methods provided participants the chance to reflect and share their perspectives on diversity.

Based on the literature review and findings from both phases of research, the following conclusions were made:

- **Welcoming a diverse range of cyclists into Capital Bike can help the organization reflect the diversity that exists in the CRD.** The demographic data from the survey and qualitative data suggests that the organization's leadership and membership is not currently reflective of the diversity that exists in our community.
- **An inclusive and welcoming organizational culture can strengthen the organization.** Striving for a diverse organization is not enough. An inclusive environment is also fundamental, so that all people can speak authentically and be understood and respected for their differences. An inclusive culture can empower individuals, improve decision-making, and foster creativity.
- **A mindset focused on promoting diversity and inclusion can enable Capital Bike to understand and meet the needs of various groups within the community.** By improving community engagement, Capital Bike would be able to better anticipate the needs of those in the broader cycling community, and ultimately reach its mission.
- **Shifting perceptions and understanding barriers to cycling is pivotal to welcoming a diverse range of people into the cycling community.** There are various culturally-specific perceptions and barriers in relation to cycling. In fact, a lack of diversity in the cycling community in itself can negatively influence perceptions around cycling and prohibit certain groups from partaking. Addressing cultural norms and perceptions around cycling is necessary to welcome a diverse range of people into the cycling community.

Based on the findings, literature, and conclusions, the following are recommendations for Capital Bike to foster diversity and inclusion:

1. **Demonstrate leadership commitment towards diversity and inclusion to all stakeholders.** Participating in diversity training will help the organization be more inclusive and diverse. Champions and leaders should clearly convey the importance of diversity and inclusion and how this relates to the organization's purpose. The Board may consider widely communicating a high-level diversity and inclusion statement and vision.
2. **Promote an inclusive and diverse organizational culture.** Capital Bike should launch a diversity and inclusion committee that is responsible for developing and implementing a diversity and inclusion strategy. Capital Bike should also start evaluating the status and progress on diversity and inclusion, and communicate this with internal stakeholders.

When recruiting diverse board members, a nominating process may be used to identify potential board members that bridge gaps in the organization or board composition.

- 3. Welcome people into the cycling community through enhanced community engagement.** Capital Bike should continue to facilitate community activities that cultivate a sense of belonging. The findings suggest that Capital Bike may expand its community reach through initiatives such as: workshops and group rides for all ages and backgrounds; a bicycle-oriented international potluck; and participation in events that celebrate other cultures. Next, Capital Bike should continue to develop and build partnerships with other organizations to explore barriers to participation for all stakeholders. Additionally, the findings suggested that Capital Bikes should communicate in a way that is accessible for a broader audience. Specific examples include: using images that represent a cross section of Victoria; adding a translate button on the website; and distributing print materials to a wider range of locations. Finally, Capital Bike should provide a diverse array of meaningful engagement opportunities for supporters to contribute their time, skills, and ideas.

In conclusion, fostering diversity and inclusion will support Capital Bike to welcome diverse groups of people from the CRD into the cycling community. By demonstrating leadership commitment, enacting a diversity and inclusion strategy, and enhancing community engagement, Capital Bike can better understand and meet the needs of potential and current cyclists. With an inclusive mindset, Capital Bike can benefit from diversity. This will facilitate feelings of belonging, and ultimately help strengthen the broader community by making cycling easy and fun for everyone.

## Associated Knowledge Product: Infographic

# DIVERSITY AND INCLUSION IN CAPITAL BIKE

### The question?

How might Capital Bike foster cultural diversity in its membership?

### What was discovered?

Capital Bike would like to foster diversity and inclusion throughout the organization

## CONCLUSIONS

### Shifting Perceptions



Shifting perceptions and understanding barriers to cycling is pivotal to welcoming a diverse range of people into the cycling community.

### Reflecting the Diversity of the CRD



Welcoming a diverse range of cyclists into Capital Bike can help the organization reflect the diversity that exists in the Capital Region.

### Striving for an Inclusive Culture



An inclusive and welcoming organizational culture can strengthen the organization by empowering individuals, improving decision-making, and fostering creativity.

### Understanding Community Needs



Diversity and inclusion can enable Capital Bike to understand and meet the needs of various groups within the community and ultimately reach its mission.

## RECOMMENDATIONS

### Leadership Commitment



- Participate in diversity training
- Clearly convey the importance of diversity and inclusion through a vision and statement

### Inclusive and Diverse Culture



- Launch a diversity and inclusion committee
- Evaluate the status and progress of efforts
- Enhance recruitment processes to attract diverse board members

### Community Engagement

- Host community activities that cultivate a sense of belonging
- Build and develop partnerships with other community organizations
- Communicate to appeal to a diverse audience
- Provide a diverse array of meaningful engagement opportunities for supporters to contribute their time, skills, and ideas



## CAPITAL BIKE - BENEFITING SOCIETY

When Capital Bike is representative of the diversity that exists in the CRD, it can better anticipate and respond to the needs of cyclists and potential cyclists. By embracing inclusivity, Capital Bike can strengthen our community by making cycling fun and easy for everyone.



Interested? More  
info at  
[capitalbike.ca](http://capitalbike.ca)

### Capital Bike Diversity and Inclusion Action Plan

GOAL	ACTIVITIES	PEOPLE INVOLVED	INDICATORS
<b>LEADERSHIP COMMITMENT</b>			
<b>Promote Learning of Diversity and Inclusion Issues</b>	<ul style="list-style-type: none"> <li>Participate in ICA Diversity Training</li> <li>Share resources for self-guided learning</li> </ul>	<ul style="list-style-type: none"> <li>Staff to arrange</li> <li>Board, Committee members, Staff, and Instructors to attend</li> </ul>	<ul style="list-style-type: none"> <li>% of participants attended</li> </ul>
<b>Demonstrate the Value of Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>Create EDI (Equity, Diversity, and Inclusion) statement and vision</li> <li>Communicate EDI statement and vision broadly</li> </ul>	<ul style="list-style-type: none"> <li>Board to develop</li> <li>Staff to communicate through various channels</li> </ul>	<ul style="list-style-type: none"> <li>EDI statement and vision shared through multiple platforms</li> </ul>
<b>ORGANIZATIONAL CULTURE</b>			
<b>Establish a Diversity and Inclusion Committee</b>	<ul style="list-style-type: none"> <li>Identify and invite diverse range of stakeholders</li> <li>Determine Terms of Reference</li> <li>Determine goals and objectives</li> <li>Evaluate progress on goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Staff to send out a call for interest to internal stakeholders</li> <li>Board champion to oversee committee with representation from diverse stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a diversity and inclusion committee</li> <li>Development of specific goals and objectives</li> <li>Evaluation process in place to monitor progress</li> </ul>
<b>Evaluate Status and Progress on Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>Use quantitative, qualitative, and demographic questions to assess diversity and inclusion</li> <li>Incorporate demographic questions as part of membership application and renewal form</li> <li>Communicate results of evaluation to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and inclusion committee to determine evaluation metrics and questions</li> <li>Staff to distribute survey to internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li># of surveys completed</li> <li>Gathering of qualitative and quantitative data regarding diversity and inclusion</li> </ul>

<b>Promote Diversity in the Board and Committees</b>	<ul style="list-style-type: none"> <li>Examine and improve recruitment and onboarding process</li> <li>Set up a taskforce to identify and nominate potential Board and Committee members</li> </ul>	<ul style="list-style-type: none"> <li>Board and staff</li> <li>Ad hoc leadership diversity taskforce</li> </ul>	<ul style="list-style-type: none"> <li>Increased diversity of Board and Committees (race, age, gender, social class, ability, etc.)</li> </ul>
<b>COMMUNITY ENGAGEMENT</b>			
<b>Expand Community Programming</b>	<ul style="list-style-type: none"> <li>Facilitate range of community activities, such as workshops, group rides, and special events</li> <li>Attend events that celebrate different cultures</li> </ul>	<ul style="list-style-type: none"> <li>Staff and Volunteers</li> </ul>	<ul style="list-style-type: none"> <li># of community events facilitated</li> <li># of community events attended</li> </ul>
<b>Foster Partnerships</b>	<ul style="list-style-type: none"> <li>Build and develop relationships with other community organizations, businesses, schools, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and Board</li> </ul>	<ul style="list-style-type: none"> <li># of new partnerships</li> <li># of sustained partnerships</li> </ul>
<b>Enhance Communications</b>	<ul style="list-style-type: none"> <li>Post content about diverse member's cycling experience</li> <li>Include images that represent a cross section of Victoria in communications</li> <li>Add a translate button on website</li> </ul>	<ul style="list-style-type: none"> <li>Staff to post and distribute communications</li> <li>Members and volunteers to contribute stories and images</li> </ul>	<ul style="list-style-type: none"> <li># of social media posts and Cycle Therapy articles</li> <li># of images that are diverse</li> <li># of unique website visits</li> </ul>
<b>Provide Diverse Engagement Opportunities and Acknowledge Impact of Supporters</b>	<ul style="list-style-type: none"> <li>Provide opportunities for people to volunteer their time and skills and participate in advocacy campaigns</li> <li>Provide meaningful opportunities for stakeholders to share their thoughts and ideas</li> <li>Show appreciation to supporters by acknowledging the impact their efforts, ideas, or funds have had</li> </ul>	<ul style="list-style-type: none"> <li>Board to provide oversight regarding engagement opportunities</li> <li>Staff to distribute engagement opportunities to stakeholders</li> <li>Staff to distribute appreciation e-mails, letters, and social media posts</li> </ul>	<ul style="list-style-type: none"> <li># of engagement opportunities</li> <li># of appreciation e-mails / letters / social media posts</li> </ul>