

2016 ANNUAL MEETING REPORT



*Cycling***CANADA***Cyclisme*



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*The Women's Team Pursuit squad wins bronze at the 2016 Rio Olympics
From left to right: Laura Brown, Jasmin Glaesser, Kirsti Lay, Allison Beveridge, Georgia Simmerling*

1.1 Introduction

The purpose of this report is to provide an overview of the past year from the Board and management perspectives. A summary of high performance, development and business development areas is provided as well as a comparative financial overview. The President & CEO have provided summaries of the major accomplishments of the year past.

BOARD OF DIRECTORS & COMMITTEE MEMBERS

The organization is served by volunteers that provide oversight, leadership and expertise in many key areas. They are listed below to acknowledge their contribution and service to Cycling Canada.

Cycling Canada Board

John Tolkamp	President	Vancouver, BC
Bill Kinash	Director	Regina, SK
Chris Reid	Director	Gatineau, QC
Lyne Bessette	Director	Topsfield, MA
Hannah Parish	Director	Clarksburg, ON
Kevin Baldwin	Director	St. John's, NF
Robin Porter	Director	Toronto, ON
Stephanie Roorda	NT Athlete Director	Calgary, AB

High Performance Committee

Guy Vincent	Chair
Brendan Arnold	Development Team Program Representative
Arnold Boldt	National Team Program Representative
Louis Barbeau	AWAD Program Representative
Robbi Weldon	National Team Athlete Representative
Jacques Landry	CC High Performance Director – Head Coach

Officials' Committee

Louise Lalonde	Chair
Geordie Ma	MTB Representative
Wayne Pomario	Road & Track Representative
Jason Howard	BMX Representative
Mathieu Boucher	CC Performance Development Director

Events Committee

Andrew Paradowski	Chair
Andy Holmwood	Road & Track Representative
Adam Muys	BMX Representative
Bruno Vachon	MTB Representative
Mathieu Boucher	CC Performance Development Director

Insurance Committee

Kevin Baldwin	CC Board Member
Heather Lothian	Alberta Cycling Association Executive Director
Twila Cruikshank	Manitoba Cycling Association Executive Director
Jim Crosscombe	Ontario Cycling Association CEO
Brett Stewart	CC Director, Finance & Administration

1.2 President's Message

By: John Tolkamp, CC President

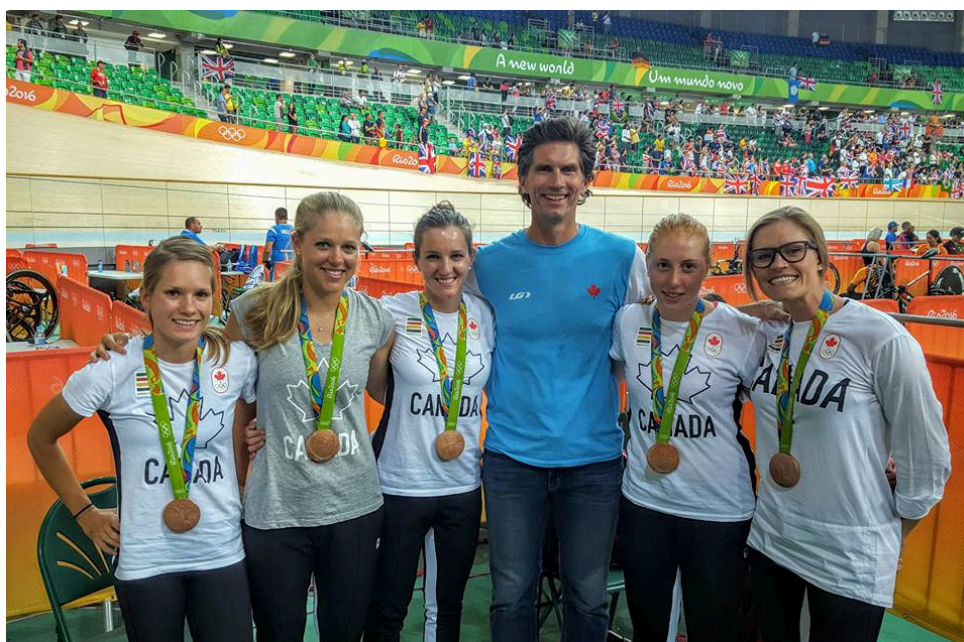
This year has been one of constant challenges and opportunities as we continue on our path to becoming a leading cycling nation by 2020. The amount of activity in an Olympic / Paralympic year is ramped up and this came on the heels of our very successful, but demanding, Pan Am and Parapan Am Games hosting in Toronto in 2015. As an organization we have generally the same human and financial resources available for all four years of a quadrennial but we have asked a lot more of everyone involved in the past two years and they have delivered.

Now we step down from our podium success at the 2016 Olympic and Paralympic Games to the starting line towards Tokyo 2020 and the necessary review of the past quadrennial and the integration of the learning into the plan for the 2017-2020 quadrennial. To that end the Board and staff have been working on the Strategic Plan for the 2017-2020 period and will be sharing a draft of that plan with the members at the Annual Conference.

At the international level Canada has been very well represented on the UCI Commissions with Brian Jolly (Mountain Bike), Tanya Dubnicoff (Track) and me (Ethics / Track). As of the recently concluded UCI Congress in Doha I have moved off of the Ethics Commission due to the need to have impartial members fulfill that role. COPACI, our Pan Am confederation, has been having some issues with Pan American Championships event hosting and have turned to Canada on a couple of occasions for assistance. We have taken the requests seriously and done our due diligence with respect to hosting Pan Am events in Canada and will continue to do so against the other priorities of World Cup and World Championships hosting.

On that theme, our congratulations to the Corporation Événements d'été de Québec and their agency Gestev on securing the 2019 World Elite and Masters Mountain Bike Championships to be held at Mont-Ste-Anne. It will be the third time this event has been held at MSA with the other two being 1998 and 2010.

We have also made a bid for a Track World Cup beginning in 2017/18 season under the new organizational and program format unveiled by the UCI recently. Hopefully we will know our status on this by the time of the Annual Conference.



Cycling Canada President John Tolkamp with Canada's bronze medal winning Women's Team Pursuit squad

The Rio Olympic and Paralympic Games once again re-affirmed that you can't believe what you read in advance of the Games. Both events were well run and visitors to Rio de Janeiro had a unique and memorable experience. Canadian Cycling fared extremely well, one of only 4 sports to medal multiple times in the Olympics, and the Para-cycling team lead all sports with an amazing 9 medals. The Olympics also provided an opportunity to meet with UCI management committee members and staff over the course of the Games.

and reaffirm our positioning with them as they make changes to the Constitution and adjustments to the competition program across many of our cycling sports.

Internally the Board brought on a new Whistle Blower policy, which provides an anonymous and barrier free pathway for individuals to raise issues and concerns. With the resignation of Peter Lawless due to COC conflicts we took the opportunity to appoint Lynn Bessette who broadens the Board competencies in some critical areas. Additionally the Board, with staff support saw the initiation of the Women's Task Force with the goal to increase women's participation in the sport. With the imminent retirement of our CEO the board developed a succession planning strategy and are actively pursuing a replacement who will lead the organization in delivering on the updated objectives and goals of the developing strategic plan.

A major disappointment was the unexpected and unplanned significant financial deficit which occurred this year. The Board, through the Finance and Audit Committee, took this very seriously and worked closely with staff to deal with the root issue and put in place new controls and process and are confident future occurrences will be mitigated. Fortunately the financial strength of the organization allowed us to deal with deficit with minimal impact to programs and objectives for 2015/16.

I would like to welcome Mattamy Homes and Lexus as new sponsors of Cycling Canada and thank our other major sponsors Global Relay, LOOK, Alphamantis and Louis Garneau Sports for the continued support. We look forward to working with them and taking advantage of the great products and services they have to offer.

I'd like to acknowledge the support of our Board, the Standing and Program Committees, the staff, and our provincial and territorial cycling association members. We are

grateful to our funding partners including the Government of Canada; Own the Podium, the Canadian Olympic Committee and the Canadian Paralympic Committee.

Finally, in closing, I would like to acknowledge Greg Mathieu our CEO who will be retiring at the end of this year. Our success and growth over the past 8 years would not have been possible without his leadership and steady guiding hand. All of us across the cycling community in Canada are fortunate to have had Greg at the helm. His level, thoughtful, respectful, consensus building approach has fostered deep relationships with all partners including the Provinces, Territories, funding partners, staff and Board. In addition to driving our growth, Greg has brought a new level of respect, trust and open, honest culture to our organization. On a personal level, I can always count on him to challenge as needed and provide deep and insightful counsel, our working relationship has always been constructive and he has made my role and the Board's contributions more effective and fulfilling by far. He leaves, not as a departing CEO, but as a builder and friend and with the immense respect of myself and the Board, and I hope you will all join me and the Board in wishing him, and his family, the best in this new phase of life.

Sincerely



John Tolkamp
President

1.3 CEO's Message

By: *Greg Mathieu, Chief Executive Officer/Secretary General*

Since 2009 I have had the pleasure of reporting to the members on the challenges we have faced and accomplishments that we have enjoyed on an annual basis. With my retirement imminent at the end of this calendar year I wanted to take this opportunity to reflect back on the eight years with Cycling Canada and the ground we have covered together.

The structure of the organization has evolved substantially. Our technical and coach leadership is driving high level international performances. The domestic area has built an incredible national competition system and taken a lead role in event support and, with the new Pan Am legacy facilities, an organizational role in delivering high level events. More recently we have added to our marketing capacity and are seeing some very positive signs of growth in that area with more to come. On the administrative side we have had to build more robust human resource support and guidance through our policies and procedures being current.

Our relationships with our provincial/territorial affiliates have continued to mature against evolving priorities placed on them by their public funding partners and our strategic priorities at the national level. We have worked together in a positive fashion and the sport has benefitted. More needs to be done as we collectively face the need to support athlete, coach and officials' development, promote our sport and use our membership base as a key aspect of a larger marketing plan.

At the international level Canada has become a respected player and has enjoyed strong and positive relationships with the UCI, COPACI and many national cycling federations with which we share common interests and opportunities for further growth. Domestically we are seen as a well governed and administered organization and a leading national sport governing body in a number of areas.

Although our budget has more than doubled over the past eight years the percentage of self-derived revenues has been relatively static. Securing additional sources of discretionary funds will be an ongoing priority over the next quadrennial and likely beyond. With that in mind, the opportunity to

raise funds around events under the control of Cycling Canada will be present. This is due to the legacy facilities from the Pan Am Games and the capacity being developed to execute events that are attached to our premier sport properties. We will soon be hosting World Cup track events in the Mattamy National Cycling Centre bringing that sport to a higher level.

The Canadian Cycling Hall of Fame has now been in existence for two years. Earlier in October the Hall of Fame celebrated the induction of six more legendary athletes and builders at a luncheon in Milton. Combined with a HOF ride with inductees and current national team members it made for the type of event that will be enjoyed for years to come.

Others will report on the specific results achieved by our athletes over the past year. Suffice to say that we are seeing more and more Canadians on the top page of the results summary from events across all Olympic and Paralympic cycling events. In addition, we are ensuring that there is greater promotion of those athletes and their results which allows the Canadian public to identify more with our sport and its emerging stars.

Given this will be my last report in this capacity I would like to take the opportunity to thank the three senior management members who were here when I arrived and have been such a pleasure to work with over these years. From Brett Stewart's exceptional grasp of the entire business, Mathieu Boucher's lead role in event planning and delivery and Jacques Landry's focus on building a sustainable high performance system; words can't express how much their professionalism and commitment to the organization have meant.

Our Board has been supportive when asked and challenging when needed but always fair and respectful of each other and management. This is a tribute to the leadership of our President, John Tolkamp, who has provided a steady hand and valuable counsel over my life as CEO / Secretary General. Thank you all for your contributions and friendships over the years!

1.4 Finance & Administration *By: Brett Stewart, Director Finance & Administration*

The overall financial picture for Cycling Canada continues to be positive. Based on the multiple medal performances achieved during the Rio Olympic and Paralympic Games, annual funding from Sport Canada, Own the Podium and other partners, is expected to remain stable, and potentially increase, for the coming quadrennial. Confirmation of funding levels will be an important factor in fine-tuning the strategic direction and operational priorities for Cycling Canada over the next four years.



Junior and elite men and women at the 2016 Road World Championships in Qatar

Key to supporting the strategic objectives for the next quadrennial will be the continued capacity growth of Cycling Canada. Investment in human resources will be a critical aspect in addressing the capacity needs to ensure execution of the mandate. Most importantly this will involve the retention of existing staff and coaches, and the recruitment of new personnel with the desired skills, expertise and commitment.

Over the last four years Cycling Canada has continued to systematically build a sustainable sport system capable of supporting a growing number of athletes and delivering an ever increasing number of world class results. Funding of NextGen programs – both direct and through the Canadian Sport Institutes – over the past couple of years has been a notable part of the jump in performance success which, if sustained, bodes well for the future.

As well, having full access to the Mattamy National Cycling Centre over the past year has provided a crucial stable daily

training environment to foster athlete development. Additionally, the velodrome infrastructure is central to improving the standard and quality of competitive events being delivered at the Provincial, National and International level. And as recently announced, Cycling Canada has submitted a bid to host a multiyear Track World Cup which, if secured, should provide a significant boost the track cycling in Canada and a potential for revenue generation.

The sustained investment in the area of Business Development has delivered a multiyear agreement with Lexus Canada and single year agreement with Mattamy Homes as platinum level sponsors. As well, a number of supplier deals were struck this year bringing additional value and benefits that support programs. And, work is ongoing to increase the visibility and brand awareness of cycling through an expanded communication strategy. Fundraising is another area gradually being explored and activated. All these efforts are contributing to the objective of increasing and diversifying discretionary funds.

Though Cycling Canada has vigorously pursued opportunities, undertaken new initiatives and made a number of intended investments, the financial outcome of the 2015-16 fiscal fell below expectation. The resulting deficit was largely due to a significant failure in program budget expense monitoring. While the deficit amounted to approximately two percent of the operating budget, absorbing the deficit effectively reduced the accumulated continuity reserve. In response, additional internal controls have been determined and implemented to improve oversight of program budgets. The Board has also approved a surplus budget for 2016-17 to begin a gradual planned replenishment of the continuity reserve over the next several years.

Looking ahead, the financial position of Cycling Canada is expected to remain favourable for the foreseeable future ensuring the means to achieve the intended objectives.

Illustrated on the accompanying page is a five year comparative summary of revenue and expense from audited financial statements and a Board approved budget projection for the current fiscal.

Five Year Comparison – Statement of Operations

	2011-12	2012-13	2013-14	2014-15	2015-16	Budgeted 2016-17
REVENUE						
Sport Canada	\$ 956,500	\$ 925,500	\$ 1,203,390	\$ 1,227,000	\$ 1,137,000	\$ 1,150,000
Own The Podium	2,437,137	3,063,100	3,226,335	3,474,024	3,560,463	3,667,125
Canadian Olympic Committee	339,000	128,130	80,000	80,000	480,077	120,000
Insurance recoveries	357,782	411,595	468,681	469,263	517,013	522,692
Sponsorships	126,678	133,778	90,194	191,375	312,995	400,000
International hosting	389,998	357,997	657,000	435,000	435,000	630,000
Affiliation fees	226,357	227,516	228,949	227,016	239,795	239,000
Athlete contributions	258,309	221,473	266,886	260,058	404,808	738,521
Non-recurring contributions and other	197,343	279,671	234,655	561,023	506,632	497,725
Donations	307,650	60,500	50,475	40,630	35,970	1,000
Coaching Association of Canada	26,693	24,463	35,333	4,417	4,417	4,420
Canadian Paralympic Committee					46,970	30,000
Doping recovery	32,802	44,388	51,756	41,927	25,735	44,000
Calendar fees	9,950	10,650	12,414	10,382	12,492	13,350
Rider levies	4,059	2,496	4,656	4,866	5,819	7,750
	5,670,258	5,891,257	6,610,724	7,026,981	7,725,186	8,065,583
EXPENDITURE						
Senior National Team	\$ 2,211,978	\$ 2,059,170	\$ 2,069,537	\$ 2,280,314	\$ 3,037,131	\$ 2,599,374
Salary and benefits - staff	771,519	810,062	1,004,951	1,047,140	1,262,518	1,014,707
Salary and benefits - coaches	563,080	687,154	944,995	1,102,988	1,139,295	1,745,886
Insurance	380,342	407,177	480,956	492,750	492,332	542,492
International competitions	419,927	407,631	710,562	574,511	501,579	806,000
Administation	337,898	410,398	417,447	447,108	413,563	338,235
Official Languages (Administration)	16,531	20,665	17,064	17,000	17,000	17,000
National team - other	276,698	333,952	352,912	404,736	314,084	263,000
Meetings	124,596	201,410	105,270	106,844	134,243	180,750
National competitions	79,168	79,926	102,106	102,392	157,558	122,750
Leadership Development (Coaches, Officials & LTAD)	50,596	48,750	65,964	35,034	26,617	37,620
Athlete Development / Stakehold subsidies & transfers	200,268	46,840	82,045	138,332	51,204	32,600
Canbike - PHAC / Safe-Kids	16,819	43,372	8,696	1,994	1,506	13,800
Sport Participation Development	19,697	-	-	-	-	-
Advertising and Promotion	160,672	183,105	125,380	324,316	328,538	299,380
	5,629,789	5,739,612	6,487,885	7,075,459	7,877,168	8,013,594
Annual Surplus / (Deficit)	\$ 40,469	\$ 151,645	\$ 122,839	\$ (48,478)	\$ (151,982)	\$ 51,989

1.5 High Performance Programs

By: Jacques Landry, High Performance Director

Looking back at four years ago, right after the London Games, we established that leading into the 2016 Games we should focus on the (5) five following areas:

- Enhancing Technical Leadership
- Implementing best possible Daily Training Environments (DTE's)
- Optimizing the use of value added Integrated Service Teams (IST)
- Encourage and facilitate cross cycling sport knowledge transfer
- Establish clear roles and responsibilities for all High Performance and Performance Development players

As we start planning for the Tokyo Games by looking back at the last quadrennial (Rio quad) we need to look at how well we reached the targets we had set.

To simply look at results and performances at the last Games is a good way to measure progress, as we have met 50% of our medal predictions at the Olympics and 300% of our medal predictions at the Paralympics. However, to add to the performances that speak for themselves, we started down the road of a formal debrief process last spring that is meant to conclude around mid-October.

The debrief process that we chose to use is comprised of a pre-Games briefing of all our Rio bound coaches, a hot debrief with all Games coaches and athletes, shortly after their competitions were done, and finally a cold debrief, a few weeks following the completion of the Games.

To add to this de-brief process, we decided to send out a survey to all of our national team listed athletes and coaches, our provincial coaches, program staff and sports science and medicine practitioners.

Whether it be through the debriefs or the surveys, the goal of these interventions was to best ascertain how we have been doing, in the high performance sector of our organization, throughout the four performance pillars that we have focused on. These performance pillars are; Coaching and Technical Leadership, the Daily Training Environment, Sports Science, Medicine and Innovation and System Development.

While we are still going through data at the time of writing this report, what is becoming apparent through briefing and survey results is that we have met 70% our coaching and technical leadership targets, we have met 80% of our DTE targets and have met 74% our Sports Science targets. However, where we fall short is in our system development category, where we have only met our targets by around 30%.



Tristen Chernove brings home two gold medals from the Paralympic Games!

The pillars where we have made some headway in the last quadrennial are not surprising as we have put a lot of financial resources and sweat equity to get to where we are at present. Effectively, through the hiring and retention of the right coaches and technical leaders, the acquisition of some new training venues like the Milton velodrome or Bear Mountain, or the hiring of a more expansive group of sports science and medicine providers, we have contributed at better servicing our athletes so that they can consistently perform on the world stage; in the targeted areas that we have determined.

When it comes to the system development pillar, we have fallen short for reasons of lack of funding, which inherently has led to a lack of capacity to better develop this pillar. The goal of the High Performance department for the next quad will be to continue building on the three successful pillars all the while building out the system development pillar through enhanced PSO alignment, clearer communication of selection policies, focussed talent ID and development initiatives, comprehensive podium pathway use and more program assessments to track our progress as an organization.

1.6 Domestic Programs

By: Mathieu Boucher, Performance Development Director

This report will highlight areas and activities within the domestic department that have been the focus since the last Annual Congress in St. John's. It is meant to be read as an overview rather than an exhaustive report. The Domestic Program Development portfolio targets the areas of events, officials, coaching, LTAD development and implementation, and participation development programs. It is a broad mandate and one that touches each and every Provincial and Territorial cycling body.

EVENTS

Canada continues to play a strong leadership role in hosting international events and this year was no different. Our main focus this year was to support the 2017 Canada Summer Games organization with the Mountain Bike test event as well as general planning. We also supported the first edition of the Bear Mountain Canada Cup which was held in conjunction with a development camp with our new partner Bear Mountain Resort in Victoria. On the road side, the Capital Region welcomed the Elite/Jr/Para Canadian Road Championships with events in Ottawa, Gatineau and Aylmer. The event was successful and showcased a strong partnership between Ontario and Québec organizations. A lot of resources were deployed to support the hosting of the Milton International Challenge and the 2016 Canadian Track Championships. This year the track Championships was successfully split into two events with the U17 & Junior athletes racing for the title in April, and the Elite/Master/Para competing in late September. Cycling Canada was also directly involved with the delivery of the Toronto BMX Canada Cup. We continued to work with the City of Toronto on programming to maximize the legacy of the Pan Am BMX Track. Overall, we supported the presentation of nine Canadian Championship events, hosted in three provinces, across all cycling sports.

Other highlights are certainly our successful bid application for the hosting of the 2019 UCI Mountain Bike World Championships in Mont-Sainte-Anne and our bid application for the hosting of a three year Track World Cup event in Milton, Ontario.

OFFICIALS

We continued to build our e-learning capacity with the main focus being an increase in the number of Provincial Commissaires. We completed the online standardized test for Provincial A Commissaire which should help us to identify gaps in our provincial course delivery and increase the success rate at the national level.

The Officials' Committee has identified three pillars that should allow us, in collaboration with our stakeholders, to address the following priorities:

1. Enhance the image of our commissaires and educate our stakeholders about their roles as participants in our sport.
2. Simplify and standardize Commissaire training across the country.
3. Standardize the assignments process across the country

CC and its provincial/territorial partners delivered three National level courses:

1. National Level Road commissaire Course (English) – Vancouver, ON
2. National Level Road Commissaire Course (French) – Montréal, QC
3. National Elite BMX Course (English), Calgary, AB

In the next year, our focus will be to organize a national Mountain Bike course. We would also like to train more provincial course instructors and provide a refresher course for our current instructors.

COACHING

Coaching Education

The main focus in 2016 was to continue to promote our coaching programs and work with the provinces to ensure that we are providing sufficient training opportunities for coaches that needed to complete their certification. We are also beginning the planning to develop the new NCCP High Performance context.

We also delivered the following training activities:

- Competition Development “Full Program” (ENG) – Halifax, NS
- Delivered NCCP online modules (ENG) Introduction to Competition
- Delivered a Webinar for all NCCP LF/MLF instructors

Webinars for coaches - Cycling Canada recognizes the value of having certified coaches that are engaged in Professional Development activities. We also believe that by creating opportunities for coaches to interact and share expertise our athletes will be better supported and we will be stronger as a cycling nation.

Webinars delivered in 2016:

- How to Manage Concussions: Jenn Turner and Tara Lazarski
- Bike Position Stability: Dr. Andy Froncioni
- Nutrition: Christine Dziedzic
- Coaching novices: Paul Jurbala
- Key performance factors and effective training methods in Mountain Bike: Dan Proulx

The Responsible Coaching Movement -Is a multi-phase system-wide movement, coordinated by the Coaching Association of Canada and the Canadian Centre for Ethics in Sport that has the potential to affect all sport organizations and coaches. The first step for us was to provide information to our provincial affiliates and initiate the discussion with regards to the implementation as early as 2017. We expect further discussions with regards to this important topic at the annual conference.

LTAD – Road Competition Review

Our focus in 2016 was to conduct an in-depth competition review for Road Cycling. We created a Leadership Team (LT) composed of a small group of experts who studied our

current sport system and developed recommendations that will ensure a better alignment of all aspects of our competition system into a more coherent system that better supports long-term athlete development. The Leadership Team was also supported by an advisory committee that was asked to provide feedback on each of the LT recommendations.

We’ve identified three specific areas of actions (direction):

Direction 1: Improve road competition to enhance new racer recruitment and retention

Direction 2: Improve road competition to enhance racer development

Direction 3: Improve road competition to enhance high performance development

For each direction, we have identified specific recommendations supported by key initiatives that would allow us to move in the right direction. As we, Cycling Canada and our P-TSO affiliates have a limited capacity, we will need to focus on key initiatives that should/could have the greater impact to achieve our goals while respecting our capacity.



Hugo Houle in the Men's Time Trial at the Olympic Games

1.7 Marketing Report

By: Matthew Jeffries, Director of Marketing

With the Rio 2016 Olympics and Paralympics it was certainly another year of opportunity for cycling to take centre stage and continue to increase its prominence and profile within the Canadian sport landscape. As we look back on our performance in the marketing space in 2016 it is useful to do so in the context of our three primary objectives and priorities related to this area:

1. Effectively manage our relationships with existing sponsors, suppliers and supporters.
2. Generate new private source revenues through business development and fundraising programs.
3. Develop and implement marketing and communications strategies to elevate Cycling Canada's profile in the interest of promoting/growing the sport, delivering tangible value to our existing partners and helping to attract new partners.

At this time last year, we identified two key areas of weakness in CCC's marketing capabilities that represented key potential success factors related to achieving these objectives.

- Digital communications and content generation
- Hosting and partner/supporter cultivation activities

On the digital front we made significant progress towards bolstering our strength and capacity in 2017. Notable activities and milestones included:

- Broadening of the scope of our working relationship with Rob Jones/Canadian Cyclist to include written communiqués, press releases and more comprehensive event coverage
- Hiring of a full-time Marketing & Communications Coordinator (Karine Bédard) in July 2016
- Investment in social media advertising to help drive engagement and reach across key platforms
- Investment in digital content generation, most notably 2 series of web videos profiling our athletes and programs

On the hosting and hospitality side we were keen to increase our base of offerings and improve on our ability to cultivate

and build relationships with both new and existing partners and supporters. In 2016 we were successful in planning and delivering a number of new or expanded events of this nature:

- Our first Fundraising Gala in Victoria in partnership with Bear Mountain Resort
- A cocktail reception in Vancouver during Super Week for CCC partners and members of the local cycling community
- A more robust hosting program for CCC partners around the Grand Prix Cyclistes de Quebec & Montreal, including a CCC cocktail reception on the Saturday evening at the race hotel
- A VIP evening (cocktail reception in the velodrome infield) at the Milton International Challenge
- Extension of CCC's annual Hall of Fame celebrations to include a "Legends Ride" event
- Partnering with the Ottawa Cycling Celebration to organize and host our 2016 Olympic & Paralympic Recognition event during the Annual Congress in Ottawa

In regards to revenue generation and business development we were pleased to see significant progress in 2016, welcoming two new Tier 1 partners to the Cycling Canada family this season.

In January Mattamy Homes signed on as an official partner of our Track Cycling program, providing critical funding support for the team in their final preparations for Rio 2016. Mattamy and its founder and CEO Peter Gilgan both played vital roles in the development and construction of the Milton velodrome (Mattamy National Cycling Centre), now the home training base for our track athletes.

In May we finalized and announced a long-term partnership with Lexus Canada. This major partnership saw Lexus become the official vehicle partner of Cycling Canada and our National Cycling Team, as well as the Presenting Sponsor for our Canadian Championship events on the road and track. The multi-lateral deal also brought Lexus into the mass participation space, becoming the official vehicle partner for 3 Gran Fondo events across the country.

We were fortunate to have collaborative partners at Gran Fondo Canada (GF Whistler and GF Banff) and Louis Garneau (GF Quebec), each of whom played key roles in formulating and executing this partnership with Lexus. With the Canadian cycling landscape continuing to represent a fragmented marketplace for prospective commercial partners, we will undoubtedly look to establish further strategic partnerships of this nature as we move forward.

Cycling Canada's pool of National Team suppliers and endemic partners also saw significant growth in 2016. New partners to join the family included Swagman (roof racks), Blade Carbon Wheels (road wheels), Vittoria (tires for road and track), Campagnolo (track wheels), Biknd (travel cases), Clif Bar (MTB Canada Cup partner), Jelly Belly (sport nutrition products), Zizu Optics (eyewear) and Bici Amore Mio (hotels/resorts).

The addition of Lexus and Mattamy has helped to drive a near 200% projected year-over-year increase in cash sponsorship revenue for Cycling Canada in 2016/17. It is worth noting however that marketing and sponsor servicing costs will also see a significant annual increase given some of the promotional deliverables related to our new partnerships. The 2016/17 season marks another 5-year high and our fourth consecutive year of growth in total private source revenue, as depicted in the graph below.

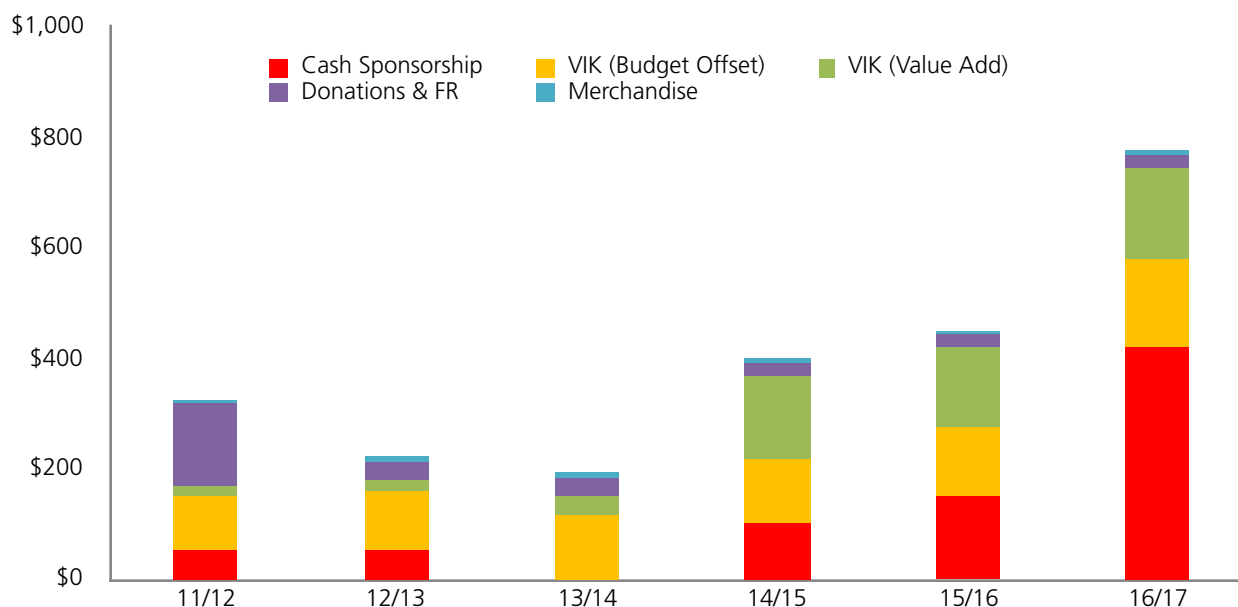
Revenue in other private source revenue categories (donations and fundraising revenue, merchandising) remained flat against 2015/16 levels and continues to represent an area of opportunity for Cycling Canada as it relates to long-term funding growth and diversification. Our major-gift fundraising campaign in collaboration with the Canadian Olympic Foundation remains on hold. A Cycling Canada crowdfunding platform is currently in the development phase, with launch targeted for late 2016 or early 2017.

As we continue to develop our portfolio of corporate partnerships the importance of servicing and relationship management only intensifies. Critical to our long-term success in marketing and business development will be the allocation of additional resources to this area in 2017 and beyond.

Once again we would like to thank all the key partners, sponsors and suppliers who supported our programs and events in 2016. Core focuses as we move into 2017 will be management and servicing these important partners, further revenue growth and diversification, and investment of additional resources into developing and enhancing our marketing and communications platforms.

Cycling Canada - Private Source Revenues (C\$000)

2011/12 to 2016/17



1.8 2016 Performances

(Note: TT =Time Trial, RR =Road Race)

PARACYCLING

PARALYMPIC GAMES

- Tristen Chernove - Gold (C2 TT & C2 1000m TT), Silver (C2 Ind. Pursuit), Bronze (C2 Road Race)
- Ross Wilson - Silver (C1 Ind. Pursuit & C1 Time Trial)
- Charles Moreau – Bronze (H3 Time Trial & H3 Road Race)
- Michael Sametz – Bronze (C3 Time Trial)

TRACK WORLD CHAMPIONSHIPS

- Tristen Chernove - Gold (1000m Time Trial & 3km Pursuit), Silver (C2 Scratch Race)
- Ross Wilson – Silver (C1 3km Pursuit)
- Daniel Chalifour / Jean Michel Lachance – Bronze (B – 4km sprint)



Charles Moreau, two-time bronze medalist at the 2016 Paralympic Games

ROAD

WORLD CHAMPIONSHIPS

- Karol-Ann Canuel 1st (TTT – Boels Dolmans)
- Joëlle Numainville 3rd (TTT – Cervelo Bigla)
- Svein Tuft 3rd (TTT – Orica Greenedge)

TRACK

OLYMPIC GAMES

- Women's Team Pursuit – (Beveridge, Glaesser, Lay, Simmerling, Brown) Bronze Medal

WORLD CHAMPIONSHIPS

- Women's Team Pursuit – Silver Medal
- Jasmin Glaesser – Silver Medal (Points Race)
- Stephanie Roorda – Bronze Medal (Scratch Race)
- Annie Foreman-Mackey – Bronze Medal (3km Ind. Pursuit)

JUNIOR WORLD CHAMPIONSHIPS

- Stefan Ritter – Gold (1km ITT), Silver (Sprint)
- Devaney Collier – Silver Medal (Scratch Race)
- Maggie Coles-Lyster – Bronze Medal (Omnium)

PAN AMERICAN CHAMPIONSHIPS

- Aidan Caves – Gold (Omnium)
- Women's Team Pursuit - Gold (Glaesser, Gibson, Bonhomme, Gilgen)
- Jasmin Glaesser – Gold (Points Race) & Bronze (Ind. Pursuit)
- Jay Lamoureux – Silver (Ind. Pursuit)
- Men's Team Sprint – Bronze (Archambault, Pivin, Ritter)
- Men's Team Pursuit - Bronze (Veal, Caves, Jamieson, Lamoureux)
- Stefan Ritter – Bronze (1000m TT)
- Arianne Bonhomme – Bronze (Points Race)



Men's Team Pursuit squad wins silver at the PanAm Championships in Mexico

MOUNTAIN BIKE

CROSS-COUNTRY

OLYMPIC GAMES

- Catharine Pendrel, Bronze (Elite Women XCO)
- Emily Batty, 4th (Elite Women XCO)

WORLD CHAMPIONSHIPS

- Emily Batty Bronze (Elite Women XCO)

DOWNHILL

WORLD CHAMPIONSHIPS

- Finley Iles, Gold (Junior Men)
- Magnus Manson, Silver (Junior Men)



Mountain bikers Catharine Pendrel and Emily Batty finish 3rd and 4th at the 2016 Olympics

BMX

OLYMPIC GAMES

- Tory Nyhaug, 5th

WORLD CHAMPIONSHIPS

- Alex Tougas 4th (Junior Men)



Tory Nyhaug makes it to the BMX finals at the 2016 Olympic Games



Tory Nyhaug placing 5th at the 2016 Olympics Games



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