



*Cycling***CANADA***Cyclisme*

Cycling CANADA Cyclisme STRATEGIC PLAN 2013-2016

Executive Summary

Introduction

In February of 2012 the Cycling Canada Board of Directors initiated the process required to build the strategic plan with a long term vision and medium term objectives that would be determined after consultation with our stakeholders. The consultation included interviews with the provincial/territorial affiliates, surveys of the members of committees that served the organization and a public survey available to both members and non-members.

The analysis and synthesis of the stakeholder inputs was brought to the May 2012 Board of Directors meeting where the Board and senior staff were led through a review of the information and a summary of the main themes and areas to be addressed going forward. The Board developed four long term Outcomes; performance results, increased visibility, system sustainability and external investment then determined Strategic Imperatives that would lead towards the desired outcomes. These imperatives were then tested with the affiliated members at the October 2012 Annual Meeting where the development targets were discussed in further detail. In February 2013 the Board and senior staff met to review the Medium Term (2013-2016) objectives and to set key performance indicators (KPIs) for each.

Underlying this plan, and consistent with the new Canadian Sport Policy 2012, is that the implementation of this plan will lead to an increase of participation in the sport and improvement in the system that develops athletes that achieve world-class results at the highest levels of international competition through fair and ethical means. The plan with its annualized targets follows.

Mission

Cycling Canada exists to pursue world class results by leading high performance programs and enabling the development of athletes.

Vision

Canada is a leading cycling nation, consistently celebrating international competitive success.

Values

Pursuit of Excellence

- Whether it's defined as success in international competition or the setting of a new personal standard – is a worthy goal, and its pursuit – whether it's by an athlete, coach, official or administrator – warrants support and recognition.

Character Development

- Cycling teaches that success – at any age and at any level – is based on self-motivation, dedication, discipline and teamwork: a lesson that benefits cyclists throughout their lives.

Respect

- In cycling, as in life, diversity should be respected: cycling is a sport for all.

Integrity

- Integrity, honesty and respect for fair play provide the foundation on which the sport of cycling is built in Canada.

Lifestyle and Health

- Cycling is a sport for life; it contributes to physical and mental well-being, and provides lifelong opportunities for competition, fitness, recreation and simple participation.

Volunteerism

- The ongoing success of Canadian cycling depends on valued volunteers who give freely of their time, experience and expertise.

Strategic Imperatives / 2020 Strategic Goals

In order to achieve its mission and vision Cycling Canada must focus on the following Strategic Imperatives:

Resources

Grow the human capital and discretionary funding necessary to achieve strategic goals.

Development

Consolidate and strengthen the national structure enabling coordinated initiation and progressive development of cyclists.

High Performance

Enhance and expand the system of professional-quality support for Canada's competitive cyclists.

Profile

Move Canadians to take pride in Canada's national cycling team and their accomplishments.

Medium Term (2013-2016) Objectives

To address the **Resources** strategic imperative: *Grow the human capital and discretionary funding necessary to achieve strategic goals.*

- 1.1 Increase the discretionary funding available annually by \$ 200,000.
- 1.2 Expand the human resource capacity and expertise available to resource creation.
- 1.3 Leverage the opportunities created through the 2015 Pan / Para Pan Am Games to enhance the human capital as an enduring legacy of the Games.
- 1.4 Create and monetize new and existing events.

To address the **Development** strategic imperative: *Consolidate and strengthen* the national structure enabling coordinated initiation and progressive development of cyclists.

- 2.1 Assemble the resources necessary for the full implementation of the existing LTAD program
- 2.2 The necessary number and quality of coaches are certified at each CS4L level.
- 2.3 The necessary number and quality of officials are certified at each CS4L level.
- 2.4 Strengthen the network that actively supports a national program structure.
- 2.5 Facilitate the collaboration and shared learning among those involved in the development of cyclists.
- 2.6 Implement formal recognition of contributions, improvements and successes throughout the development structure.

To address the **High Performance** strategic imperative: *Enhance and expand* the system of professional-quality support for Canada's competitive cyclists.

- 3.1 Consolidate the comprehensive, sport-specific approach (environment and structure to national team competition, training, equipment and athlete services).
- 3.2 Create a systematic approach that optimizes retention of athletes and depth of talent pool in all cycling sports.
- 3.3 Improve the level of coaching and technical expertise available to national teams.

To address the **Profile** strategic imperative: *Move* Canadians to take pride in Canada's national cycling team and their accomplishments.

- 4.1 Expand the human resource capacity available to communications and public relations.
- 4.2 Engage Canadian high performance athletes in creating inspirational stories.
- 4.3 Develop and execute the plans and strategies for engagement of cycling and non-cycling media.
- 4.4 Engagement and communication in both official languages is delivered to our stakeholders and the public.
- 4.5 Attend to the ongoing issues with respect to the sport's doping history and current credibility.

To address **Governance and Management** per Sport Canada's Sport Funding and Accountability Framework (SFAF) Accountability Performance Measures for the Sport Support Program

- 5.1 Implement Governance Principles issued by Sport Canada as part of the Accountability Performance Measures for the Sport Support Program.
- 5.2 Cycling Canada will meet the requirements for continuance under the new NFP Act.

STRATEGIC ACTIONS	Baseline (2012)	2016 Targets
To address the Resources strategic imperative: <i>Grow</i> the human capital and discretionary funding necessary to achieve strategic goals.		
Increase the discretionary funding available annually by \$ 200,000.	Current level less than \$ 100,000	Increase to \$ 300,000 annually.
Expand the human resource capacity and expertise available to resource creation.	Contract Business Development firm	Business Development Manager (F/T), Communications Manager & Sales PT
Leverage the opportunities created through the 2015 Pan / Para pan Am Games to enhance the human capital as an enduring Games legacy.	Sport Organizing Committee Chairs appointed for each cycling sport at Games	Group of trained volunteers to support and deliver hosted cycling events with Track & BMX needs met.
Create and monetize new and existing events.	Canada Cup Series in BMX and Mountain Bike	Canada Cup Series and grassroots programs developed and supported.
To address the Development strategic imperative: <i>Consolidate and strengthen</i> the national structure enabling coordinated initiation and progressive development of all cyclists.		
Assemble the resources necessary for the full implementation of the existing LTAD program.	Sport specific LTADs created for three of five cycling sports	All sport specific LTADs completed - competition review for each sport.
The necessary number and quality of coaches are certified at each CS4L level.	Transition to new NCCP program progressed to Comp. Dev. Level	New NCCP transition complete and coach certification priorities established
The necessary number and quality of officials are certified at each CS4L level.	Officials Committee review of current commissaires' status.	Officials' development attained to necessary levels for each CS4L stage.
Strengthen the network that actively supports a national program structure.	Loose affiliation to clubs through provincial / territorial affiliates	Work with P/Ts to identify and support club excellence in training communities
Facilitate the collaboration and shared learning among those involved in the development of cyclists.	P/T affiliates strategic plan role seen as the major stakeholder.	Memorandums of Agreement (MOAs) are implemented with each P/T affil.
Implement formal recognition of contributions, improvements and successes throughout the development structure.	Development coach and domestic official recognized annually.	Cycling Canada creates sharing platform for P/Ts best practices.
To address the High Performance strategic imperative: <i>Enhance and expand</i> the system of professional-quality support for Canada's competitive cyclists.		
Consolidate the comprehensive, sport-specific approach (environment and structure to national team competition, training, equipment and athletes services.	London – 1 Olympic and 2 Paralympic podium finishes.	RD 0, TR 2, MTB 1, BMX 1, Para 4 Olympic/Paralympic Podium Results projected for 2016
Create a systematic approach that optimizes retention of athletes and depth of talent pool in all cycling sports.	Pool of high performance athletes is less than required to achieve results at international level.	Pool of high performance athletes is increased by 25% across all cycling sports.
Improve the level of coaching and technical expertise available to national teams.	Coaches and staff reviewed post London. Structure developed for 2013-2016 quadrennial	World MTB Champ / UCI Pro Tour

STRATEGIC ACTIONS	Baseline (2012)	2016 Targets
To address the Profile strategic imperative: <i>Move Canadians to take pride in Canada's national cycling team and their accomplishments.</i>		
Expand the human resource capacity available to communications and public relations.	Part Time Manager of Communications (shared)	Deliver on major elements of communications plan to 2016
Engage Canadian high performance athletes in creating inspirational stories.	Athlete social media presence not yet aligned with CC messaging	Athlete profile and social media increase targets are met.
Develop and execute the plans and strategies for engagement of cycling and non-cycling media.	London 2012 plan was well executed. New plan required.	Annual monitoring of derived media shows targeted increases on annually.
Engagement and communication in both official languages is delivered to our stakeholders and the public.	Some key technical documents missing translation.	All technical (selection, AAP carding and event organization documents posted simultaneously in both OL.
Attend to the ongoing issues with respect to the sport's doping history and current credibility.	Lance Armstrong USADA decision and UCI follow up not seen as dealing with the matter fully.	Cycling is seen as a leading sport in the fight against doping. All National Team athletes receive education and facilitated anti-doping discussion.
To address Governance and Management per Sport Canada's Sport Funding and Accountability Framework (SFAF) Accountability Performance Measures for the Sport Support Program..		
Implement Governance Principles issued by Sport Canada as part of Accountability Measures for the Sport Support Program	Accountability Performance Measures reviewed with Board	CC is at level 4 (of 5) or better in 10 of 12 measures.
Cycling Canada will meet the requirements for continuance under the new NFP Act	Initial review of Constitution and General By-law with experts.	Full transition to new NFP Act completed by October 2014.