



Strategic Plan Status 2022-2025

Celebrating Progress, Driving the Future

Letter from the OC Board Chair & President & CEO

We are honoured to share this update on the fantastic progress we've made together under our 2022–2025 Strategic Plan. Thanks to your continued engagement and support, we have surpassed expectations and achieved over 90% of our strategic objectives — a testament to the passion, and commitment of our hard working & dedicated staff and the cycling community.

Over the past four years, our organization has undergone meaningful transformation. We've strengthened our governance, built operational efficiencies, professionalized the business and instilled a culture of accountability and transparency. With 408 Operational Key Performance Indicators driving our work, we are proud to report a nearly 80% completion rate — a true reflection of our shared dedication as a team, to hold ourselves accountable to what we set out to do at the start of 2022.

A handful of highlights from this period include:

- Full alignment with the Ontario Not-for-Profit Corporations Act.
- Best-in-class governance systems placing us fully in alignment with the Sport Canada Governance Code.
- Robust financial systems ensuring integrity and efficiency.
- Significant expansion in Safe Sport policies and athlete protection.
- Formation of vital committees supporting diversity, inclusion, club operations and gender equity.
- Major investments in youth development, with thousands of young athletes engaged through new and expanded programs.
- Steady membership and stronger partnerships, both provincially and nationally.



While we celebrate these successes, we are mindful that our work is not yet done. Challenges remain in areas such as events, membership growth and achieving broader inclusion, and we are actively developing strategies to address them.

At the same time, we are beginning the exciting process of shaping our next strategic plan and look forward to collaborating with key partners in our community to determine our goals over the next four years.

On behalf of the OC Staff and Board of Directors, we thank you for being a part of this community. Your passion fuels our progress, and together, we are building a future where every participant, coach, club, and volunteer feels seen, supported, and inspired as they pursue their cycling goals.

Yours in Cycling,



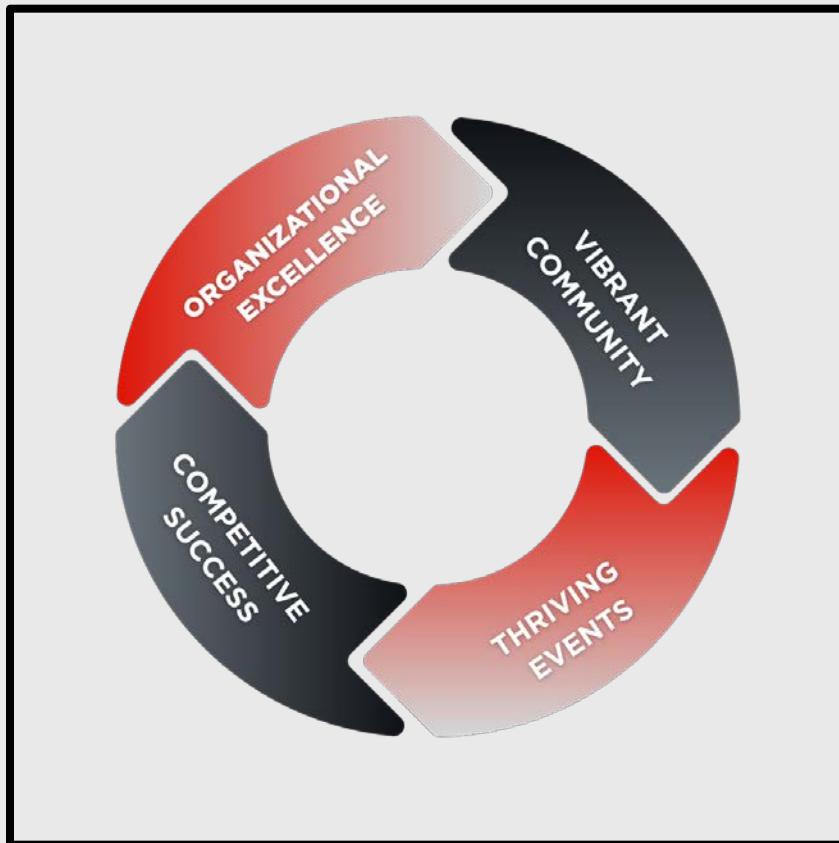
Janice Detta Colli (*she/her*)
Board Chair



Pam Julian (*she/her*) MA, MSC
President & CEO



Over the past four years, Ontario Cycling has made tremendous strides in building a stronger, more inclusive, and dynamic cycling community across the province. Guided by our 2022–2025 Strategic Plan, we have successfully achieved over 90% of our objectives—transforming vision into action across four foundational pillars: **Organizational Excellence, Vibrant Community, Thriving Events, and Competitive Success**.



This report celebrates our progress and sets the stage for the exciting next steps ahead





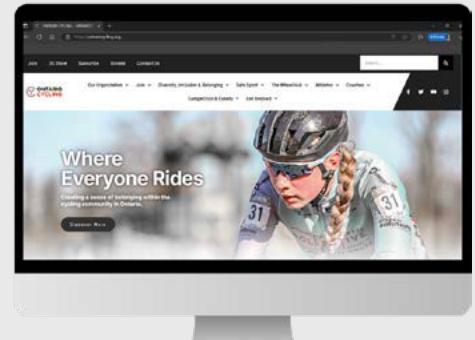
Strategic Pillar 1: Organizational Excellence

a) Governance & Administrative Functions

- Aligned Bylaws with the *Ontario Not-for-Profit Corporations Act (ONCA)*
- Introduced robust audit, compliance, and governance standards
- Developed **43+** operational and board policies with annual oversight
- Created succession and onboarding plans for both the board and senior leadership
- Aligned governance structures to the Sport Canada Governance Code
- Built a comprehensive HR framework to support performance and growth

b) Financial Efficiencies & Accountability

- Strengthened financial controls to improve transparency and mitigate risk
- Secured **20+ grants**, ensuring long-term financial sustainability
- Elevated audit standards



c) Communication Pathways & Engagement

- Launched a refreshed OC brand and grew our social media reach by **11%**
- Delivered monthly targeted newsletters to community segments
- Enhanced responsiveness and transparency with our members
- Conducted a comprehensive redesign of our website to improve accessibility, enhance user experience and better reflect our commitment to diversity, inclusion & community representation.

d) Safe Sport & Risk Management

- Rolled out a complete Safe Sport policy suite and independent third-party complaint process



- Implemented screening systems for all levels of participants
- Created a full organizational risk registry and health & safety protocols



Strategic Pillar 2: Vibrant Community

a) Diversity, Inclusivity & Belonging



- Established a Diversity, Inclusion & Belonging Committee and a Gender Equity Committee
- Drove the introduction of a national Gender Diverse category for the registration system
- Expanded Women's Week into a month-long celebration
- Ensured gender-balanced board representation and inclusive policy frameworks
- Club resource created to foster and educate on creating SafeR Spaces

How-To' foster a SafeR Space within your recreational cycling club

Purpose of this work

The purpose of this resource is to support Ontario cycling clubs in creating a safe and welcoming environment for all cyclists. This is to write the recommendations for clubs to follow in order to foster an environment where respect, safety and inclusivity are the norm. This resource is intended for clubs to use as a guide to begin and continue their work in making their events, races, and overall club culture more inclusive.

Let's start, together - How not to use this resource

This document is not meant to be a checklist of what not to do. It is a resource for clubs to use as a starting place for your clubs and its members to begin working towards fostering a culture centred around continuous care and respect for all. This document is not meant to be a guide on how to begin to do support this shift.

1 Guiding Principles

Answers and resulting recommendations under the concept of supporting an individual's **intersectional identity**

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The purpose of using the term **SafeR Spaces** is to acknowledge the fact that safe spaces cannot be achieved in individual, yet communities are a whole. **SafeR Spaces** is generic like **LGBTQ+**, **APIIC**, and people living with disabilities are not. Instead, clubs should be specific in the needs of their members. Clubs should be inclusive and make sure they are recognizing the unique, intersecting identities and lived experiences of individuals. The recommendations in this resource should be adapted to fit the specific context and needs of those involved.

What makes up someone's intersectional identity?

Gender, Education, Ethnicity, Culture, Ability, Age, Race, Sex, Sexuality, Tolerance, Language, Nationality, Religion

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b) Grassroots Development

- Distributed over **\$48,000** in funding to support youth events via the Tony Osborne Fund
- Delivered 96 HopOn programs to **2,373** youth and trained **58** new HopOn instructors
- Based on community feedback, implemented a flexible membership structure that

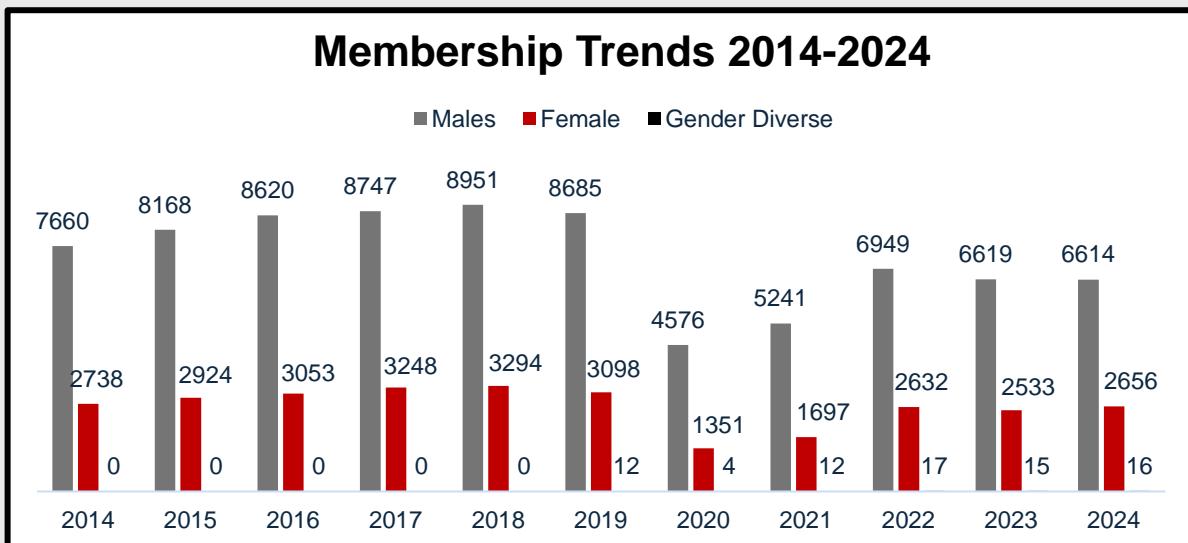


included youth options in each category.

- Supported clubs with webinars, fundraising initiatives and the creation of the Club Operations Advisory Committee.

c) Membership Growth

- Revamped membership structure for greater flexibility and access
- Hosted 22 free education webinars for clubs and members
- Offered direct 1:1 engagement opportunities for clubs with OC staff



d) Strategic Partnerships

- Expanded, strengthened & built key strategic partnerships for the organization and our members
- Launched a **Bike Shop & Community Bike Hub Partner Program** to support local bike shops and bike hubs for education, promotion, access, and grassroots engagement across the province.
- Introduced a comprehensive bike insurance offering designed to provide greater security and value to our members.





Strategic Pillar 3: Thriving Events

a) Comprehensive Event Calendar

- Delivered a total of **266 events** across all disciplines:
- *Track/Para-Track (26), Mountain Bike (65), Road/Para-Road (105), Cyclocross (29), Gravel (38), BMX (3)*
- Partnered with Centre National de Cyclisme de Bromont (CNCN) to create a shared track calendar for the 2024–2025 season
- Promoted events through dedicated newsletters and social media
- Re-established Road within the Ontario Games Program

26 Track/Para-Track	65 Mountain Bike	105 Road/Para-Road
29 Cyclocross	38 Gravel	3 BMX

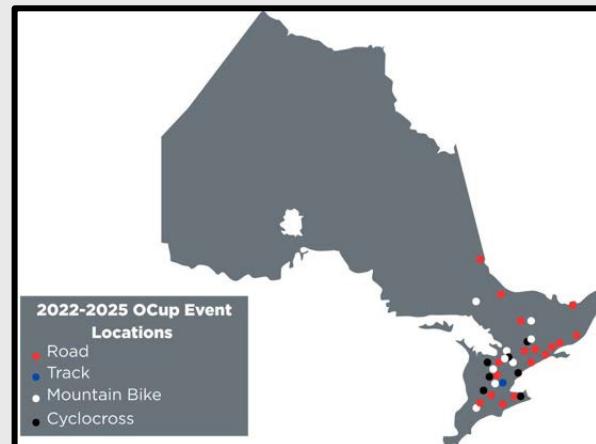
b) Event Management

- Launched a flexible, cost-effective event sanctioning program for organizers
- Rebranded Ontario Cups and developed partnership programs with clubs & organizers
- Updated technical guides and communications for event consistency



c) Cyclist Pathway

- Mapped clear athlete pathways from local to international levels
- Supported athletes at the Ontario Summer Games, Canada Games, and National Championship events



d) Community Engagement

- Published “First Race Companion Guide” and “Volunteer Handbook”
- Collected post-event feedback forms for all disciplines
- Sanctioned charity events to promote community giving

Strategic Pillar 4: Competitive Excellence

a) Talent Identification

- Supported **1,157 athletes** across five disciplines (Road, Track, Mountain Bike, BMX, & Para)
- Delivered **90+** training projects, including sport science programming in strength and conditioning, nutrition, and mental performance/health



b) Athlete-Centric Support

- Formed an Athlete Council with an Athlete Representative on the Board of Directors
- Hosted **21** free athlete and parent webinars
- Implemented baseline health and medical assessments for targeted athletes



c) Coach & Official Development

- Ran **49** NCCP clinics with **397** participants
- Held **3** coaching conferences and **11** professional development sessions
- Launched a Commissaire Mentorship Program with **10+** new trainees
- Developed an online General Commissaire Course and Companion Guide
- Introduced a new evaluation/tracking system using ComMgr



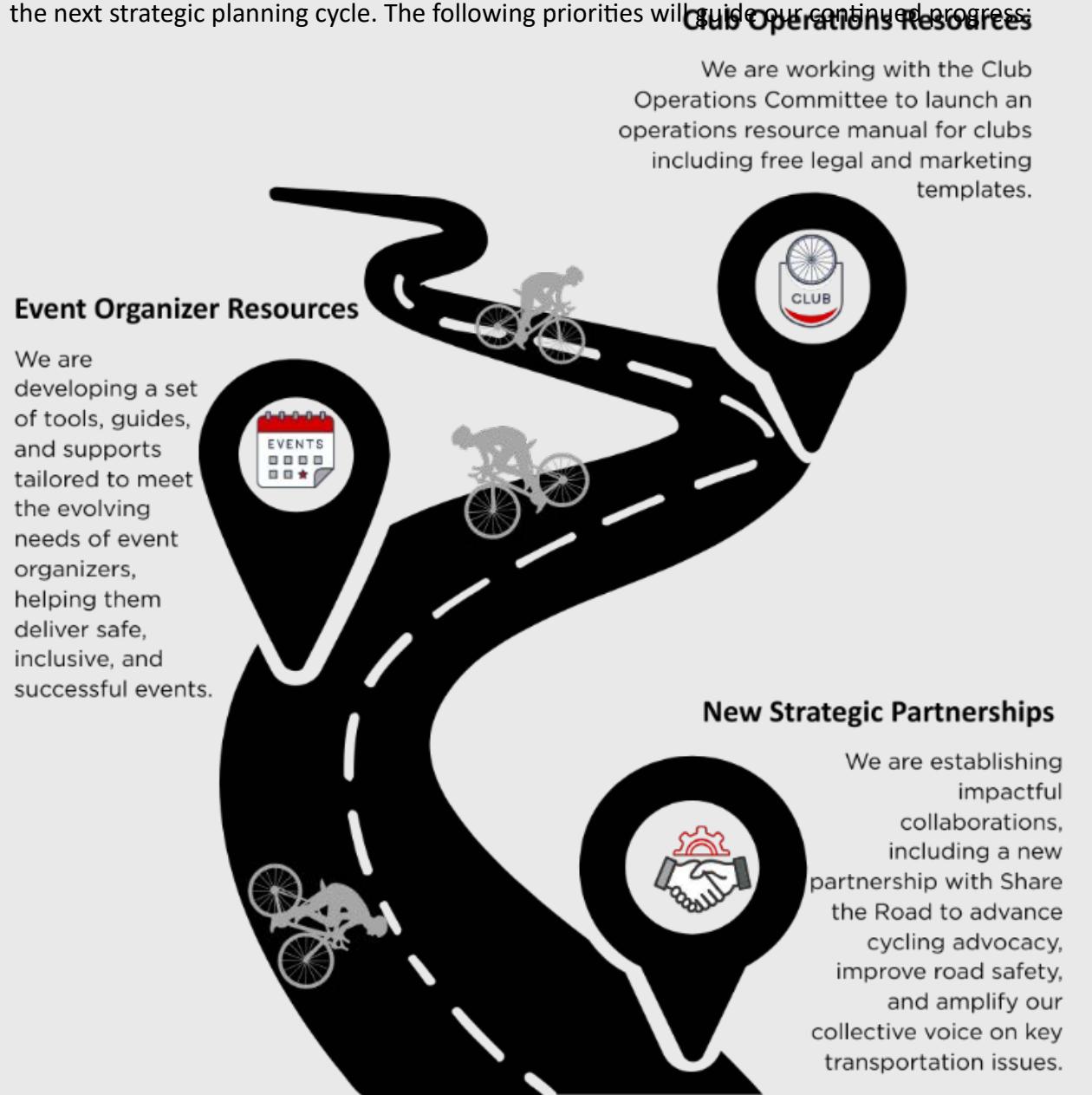
d) Performance Pathway

- Partnered with Sault Ste. Marie to deliver Mountain Bike talent ID programming
- Collaborated with NCIM on Track programming initiatives

- Delivered Para-Track program in partnership with W. Ross MacDonald School for the Blind, developing new tandem pilots

Looking Ahead in our Final Year

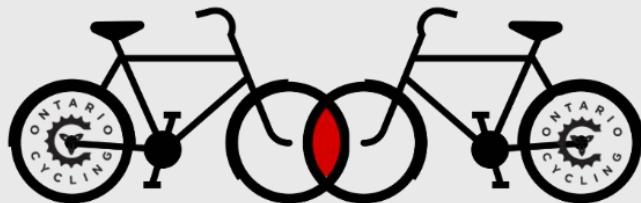
As we approach the final stages of our 2022–2025 Strategic Plan, we are focused on completing key initiatives that will enhance our services, strengthen community impact, and prepare us for the next strategic planning cycle. The following priorities will guide our continued progress:





Together, We Ride Forward

Ontario Cycling is proud of what we've accomplished—with all our members leading the way. This update reflects the significant strides we've made under our 2022–2025 Strategic Plan, driven by the collective efforts of our dedicated staff and engaged cycling community. As we complete our current Strategic Plan and look ahead, we remain committed to building a more inclusive, connected, and high-performing cycling community.



Thank you for being part of this journey.

