

## **ONTARIO CYCLING**

### **RISK MANAGEMENT POLICY**

#### **Definitions**

1. The following terms have these meanings in this Policy:
  - a) *“Individuals”* – refers to all categories of members and/or registrants defined in the Bylaws of Ontario Cycling, as well as all people employed by, contracted by, or engaged in activities with Ontario Cycling including, employees, contractors, athletes, coaches, mission staff, chefs de mission, commissaires, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
  - b) *“Risk”* – The effect of uncertainty on achieving desired outcomes.
  - c) *“Risk Management”* – An integrated, documented and system-wide process used to identify, assess, and treat risks to better achieve desired outcomes and reflect the organization’s values.
  - d) *“Risk Manager”* – Ontario Cycling President & CEO

#### **Purpose**

2. The purpose of this Policy is to provide a guiding statement on how risks will be managed within Ontario Cycling. In general, Ontario Cycling views risk management as a comprehensive approach to improving organizational performance.

#### **Scope and Authority**

3. The President & CEO is the designated Risk Manager for Ontario Cycling and is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all decisions and activities undertaken on behalf of the Organization.
4. While the President & CEO serves as the Risk Manager, the following roles hold primary responsibility for the day-to-day mitigation of specific risk areas:
  - a) Events & Programming Risks – Events Team / Sport Performance Director
  - b) Financial Risks – Business Manager
  - c) Compliance Risks – President & CEO / Business Manager
  - d) Stakeholder Relations – Membership Manager / Digital Storyteller
  - e) Cybersecurity & Data – Business Manager / President & CEO

#### **Policy**

5. Risk management is a broad activity and a shared responsibility. All Directors, Officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage, and communicate risks to those that they report to including, the Risk Manager.

#### **Reporting and Communication**

6. Managing and assessing risk remains a high priority at Ontario Cycling and to promote an organizational culture that embraces a perspective which actively assesses emerging risk,

risk management will be a standing item on the agenda of every regular Board meeting, so that staff (if applicable) and Directors can provide updates as required.

### **Risk Assessment**

7. The 'significance of a risk' refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.
8. Likelihood of this risk occurring:
  - a) Unlikely – less likely to happen than not.
  - b) Possible – just as likely to happen as not.
  - c) Probable – more likely to happen than not.
  - d) Almost certain – sure to happen.
9. Impact if this risk occurs:
  - a) Minor – impact on achieving objective can be dealt with via internal means.
  - b) Moderate – impact on some aspect of achievement of the objective that will require changes to strategy or program delivery.
  - c) Serious – will significantly impact the achievement of the objective.
  - d) Catastrophic – a debilitating impact on the achievement of the objective.

### **Commitment**

10. Risks are identified by both Directors and staff on an ongoing basis. All low-to-medium risks are managed by the Risk Manager and captured within program documents.
11. Risks that arise and considered to be High to Very High are treated as follows:
  - a) If a **High** is identified, it must be communicated to the Risk Manager within 48 hours of the risk being identified. The Risk Manager will take all reasonable measures to manage the risk including the consultation of external experts. Once the Risk Manager feels that the risk has been managed or is in the process of being resolved, the Audit & Risk Management Committee and the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.
  - b) If a **Very High** risk has been identified, the Risk Manager must be contacted immediately. The Risk Manager will determine the most appropriate action. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, not limited to, seeking the advice from internal partners, the Audit & Risk Management Committee, the Ontario Cycling Board of Directors, and external experts.

### **Procedures**

12. Managing risks involves three steps:
  - a) Identifying potential risks using an informed, environmental scan approach
  - b) Assessing the level of a risk by considering its possibility and consequences

- c) Developing and implementing measures to address those risks deemed significant by reducing possibility, consequences, or both.

13. Risks arise from several categories within the operations the Organization. The following categories will be used when identifying risks:

a) **Operational & Programming**

Risk related to key programs in the areas of coaching and athlete development; human resources management; capacity requirement to meet member and stakeholder expectations; heavy reliance on performance results of Team Ontario; activities of the provincial team, teams, and clubs at OC sanctioned events; behavior of clubs and members in their community; risk associated with vehicle use.

b) **Compliance Risks**

Risk related to existing laws and regulations for employment, workplace safety, ONCA, tenant legal responsibilities, anti-doping standards, human rights issues, Safe sport, contractual standards, Sport Canada / Ministry of Ontario standards for funding and accountability and changes to government policy / regulation.

c) **Stakeholder Relations**

Risks related to internal and external communications; information management systems; sponsorship agreements; crisis management; media relations; risks related to managing reputation; image management to avoid poor public perception and adverse publicity; missed opportunities to promote and meet success outcomes; intellectual property; social media management and confidentiality.

d) **Governance Risks**

Risk related to decision-making and oversight; organizational structure and performance; management of conflict among members, staff, and volunteers; succession planning for Board, staff, and committees; by-laws. This includes strategic planning to accommodate current trends, planning for the future and transfer of knowledge.

e) **Financial Risks**

Risks related to management of good financial practices; minimizing unethical practices; greater flexibility to direct funds; sponsorship recruitment and retention; management of Ministry grants and grant retention; long-term financial sustainability.

14. All risks faced by Ontario Cycling can be addressed by one or more of the following four general strategies:

- a) **Accept** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.

- b) **Control** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education.
- c) **Transfer** the risk – accept the level of risk but transfer some or all of it to others using insurance, waiver of liability agreements or other business contracts.
- d) **Avoid** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

### Emerging Risks

15. Ontario Cycling recognizes that novel risks can arise rapidly. Particular attention will be paid to the following evolving areas: cybersecurity and data privacy, AI-enabled misinformation, climate-related event disruptions, and social-media-driven reputational harm.
16. The above general strategies translate into a variety of risk control measures, which Ontario Cycling may include:
  - a) Development of policies, procedures, standards, and rules
  - b) Effective communication
  - c) Education, instruction, professional development, and specialized training
  - d) Ensuring a core set of organizational values have been identified, defined, and communicated throughout the organization.
  - e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
  - f) Use of legal instruments (i.e., employment agreements, contractor agreements, partnership agreements)
  - g) Improve role clarity through use of written position descriptions and committee terms of reference.
  - h) Supervision and monitoring of staff, volunteers, participants, and activities.
  - i) Establish and communicate procedures to handle concerns, complaints, and disputes.
  - j) Implementing schedules for regular review, maintenance, repair, and replacement of equipment.
  - k) Preparing procedures and protocols for emergency response and crisis management.
  - l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted.
  - m) Securing appropriate insurance coverage for all activities and reviewing regularly.
17. Insurance Coverage – The organization will review its General Liability, Sport Accident, D&O, and Cyber coverage annually in consultation with its insurance broker to ensure coverage limits remain adequate for program growth and inflation.

18. Communication & Training – Risk management expectations will be incorporated into staff onboarding, annual volunteer orientation, and Board development sessions. A confidential reporting channel will be maintained for members to raise risk concerns.
19. Legislative Alignment – This policy aligns with the Ontario Not-for-Profit Corporations Act (ONCA) and Ontario Cycling’s Safe Sport policies, ensuring that risk mitigation strategies support athlete welfare and statutory compliance.
20. Ontario Cycling recognizes that communication is an essential part of risk management. This policy will be communicated to staff, the Board of Directors, Committees and volunteers and Ontario Cycling will encourage all members to communicate their risk management issues and concerns.
21. Review Cycle – This policy will be reviewed once every two (2) years by the President & CEO for presentation to the Audit & Risk Management Committee, or sooner if material changes in legislation or organizational scope occur.