



## 2022-2025 Strategic Plan Report

### Four Years of Ambitious Change

The 2022-2025 Strategic Plan was bold, ambitious and transformative. We set out to modernize the organization, strengthen safety and governance, grow participation, support events across the province, and build clear pathways for athletes, coaches, officials, clubs, and communities - across 5 Olympic & 2 Paralympic cycling disciplines, as well as cyclocross, gravel, other cycling activities – with under 10 staff.

This plan was built with, and delivered alongside, our members, clubs, teams, athletes, coaches, officials, volunteers and partners across Ontario. With a staff team of fewer than ten people, and in a period of significant change for amateur sport, Ontario Cycling didn't just maintain momentum, we built new foundations for the future. We delivered over 408 KPIs with more than 85% completed and over 90% of core objectives achieved, a remarkable accomplishment for any provincial sport organization.

But while we exceeded expectations, there are key areas where the work must continue, areas that will shape the next strategic cycle.

**1**

### Organizational Excellence:

*Building the Foundation for a modern, professional and accountable PTSO*

43+ Policies  
Created or  
Modernized

20+ Grants  
Secured

Over this strategic cycle, Ontario Cycling focused heavily on building the systems required to operate as a modern, accountable provincial sport organization.

Key accomplishments include:

- Updated corporate bylaws under ONCA and brought the organization into full alignment with provincial legislation & the Sport Canada Governance Code
- Over 43 new or modernized policies implemented covering governance, finance, HR, safe sport, and risk management
- Launched board onboarding, succession planning, formalized nominations and implemented new standing committees to support governance and board work
- Built a full HR performance, development and dashboard system for all roles, including business continuity plans and departmental operational plans
- Developed a modern risk registry and risk management plan
- Independent third-party complaint process fully implemented
- Strengthened financial reporting with monthly P&L statements, improved tracking and accountability, and secured 20+ grants across events, sport performance, coaching, para-cycling, and youth
- A fresh rebrand, relaunched website, updated marketing systems, and structured marketing and storytelling plans
- An updated High Performance Management Plan

The outcome is that we are now operating as a modern, credible, professional PTSO. These changes may not always be visible on the surface, but they are critical to ensuring long-term stability, safety, and credibility for the cycling community. For members, this means clearer processes, safer environments, stronger accountability, and an organization that can advocate effectively on behalf of cycling in Ontario.

11% Social Media Growth (8,000 new followers)

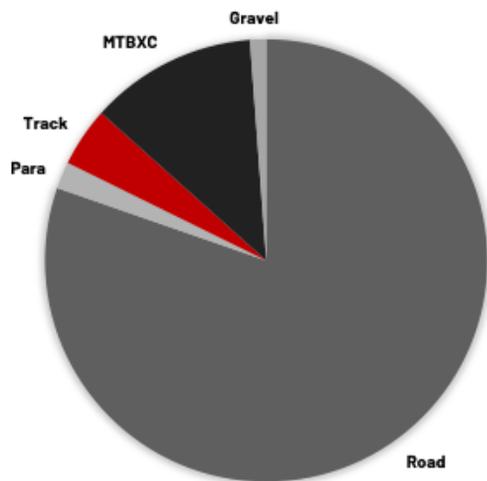
**Continuing Work (2026–2030)**

- Completing remaining policy updates & safe sport harmonization.
- Improving cross-department workflows as programs expand.
- Increasing financial diversification and long-term sustainability.
- Advancing digital modernization (automation, online tools & apps, Basecamps, and database systems)

166 Newsletters & 12,583 Social Media Posts

**2 Vibrant Community:**  
*Growing an inclusive, safe and connected cycling community.*

**Primary Cycling Focus for OC Clubs**



Cycling is at its best when it brings people together. Throughout this plan, Ontario Cycling expanded programs and resources that support participation at all levels. Much of this work was delivered in partnership with a dedicated volunteer network that continues to be the backbone of Ontario’s cycling ecosystem.

Highlights include:

- Trained 58 HopOn instructors, delivered 96 HopOn programs reaching 2,373 youth
- Para-cycling equipment made available across the province
- Ongoing programming in partnership with the School for the Blind
- Delivered expanded Women’s Month

programming, gender-diverse categories and club level inclusivity initiatives, including the launch of SafeR Spaces resources for Clubs

- Launched club operations resources, including the Club Operations Manual, education webinars, risk tools, and a club advisory committee.
- New partnerships with organizations such as 94Forward, Share the Road, Ontario by Bike, Toronto Region Conservation Authority, GreenUp, Racing to Zero, St. John Ambulance, bike hubs, and bike shops
- Launch of a bike insurance program
- Launch of the Cycling Canada Charitable Program for Clubs

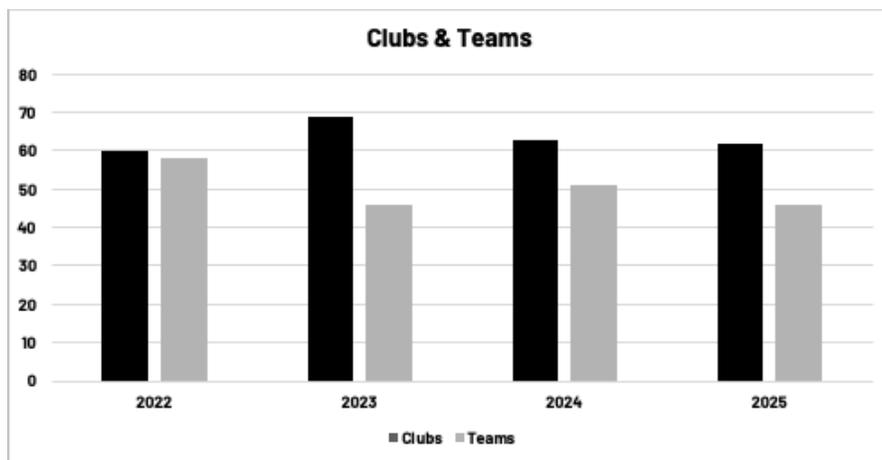
2,373 HopOn Participants

While overall membership declined during this period, this reflects broader post-pandemic shifts in organized sport participation, not a loss of community engagement or program relevance. This insight is directly shaping the next strategic cycle. Our focus is shifting toward participation-first pathways that meet riders where they are – whether that’s a first group ride, a youth program, or a return to racing.

### Continuing Work (2026–2030)

This is where most of the growth opportunity lies.

- Expanding youth club development and building a true provincial network of youth programs.
- Deepening community partnerships with bike hubs, bike shops, municipalities, tourism, advocacy groups and schools.
- Increasing regional outreach (North, East, small communities, underserved groups).
- Building a community events ecosystem (safe training rides, club-level races, local festivals).
- Growing membership by focusing on participation, not only competition.



## 3

### Thriving Events:

*Growing, supporting and enhancing cycling events across Ontario.*

Events are the heartbeat of organized cycling. Over the past four years, Ontario Cycling focused on improving consistency, clarity, and support for event organizers and participants.

Key achievements include:

- Retention of a full provincial calendar, supporting 266 events across all disciplines
- Publication of new Cyclist and Event Pathway resources to help riders and families navigate the sport
- Launch of new Event Organizer Resources and an updated Event Sanctioning program to support the diverse needs of organizers
- Standardizing Ontario Cups and increasing support to organizers including medals, podiums, technical guides and on-site staff support.
- Full integration and internal control of the commissaire assignment system
- Youth racing opportunity diversification, para integrations, new weekly series

15 New Venues/  
Locations

13 New Regional Events

266  
Sanctioned  
Events

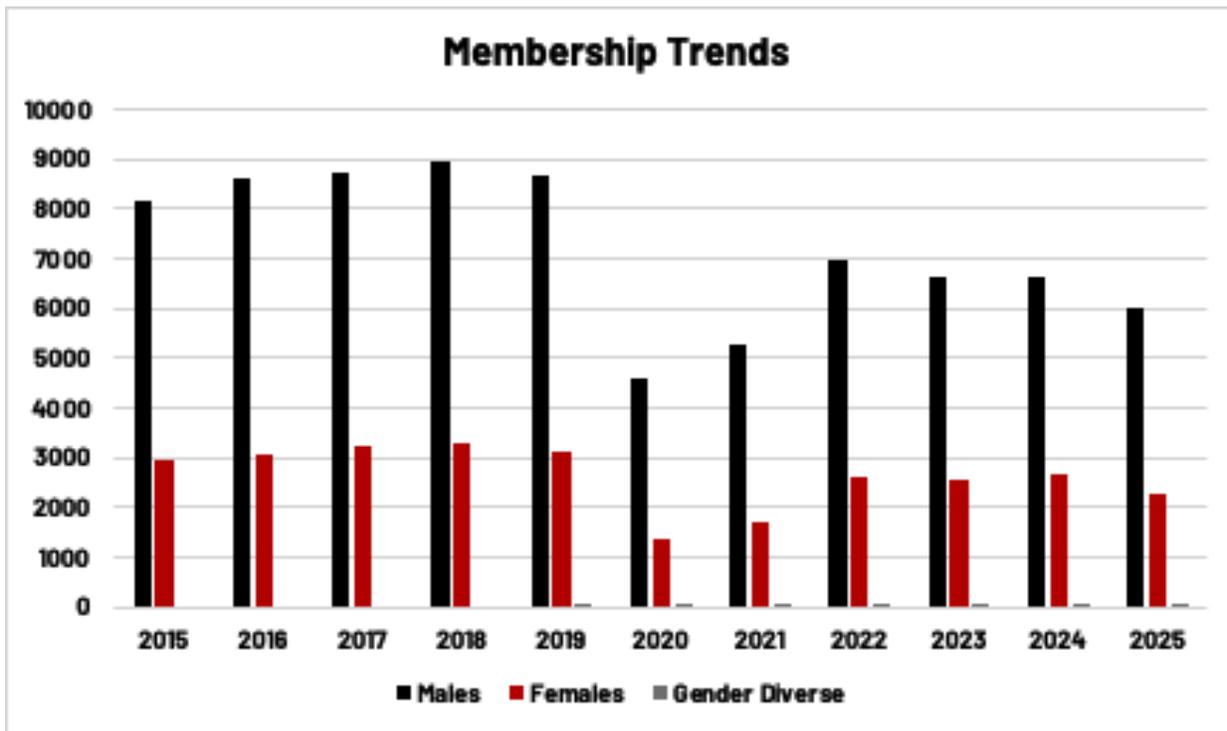
- Maximizing weekend racing for riders competing provincially by offering more race opportunities at each event such as short track, team relay, and road stage races
- Regionalization of events to improve access with 15 new venues/locations
- Re-established a BMX Provincial Championship after almost 10 years

This work has laid the groundwork for the next phase: growing community-level and regional events that make participation more accessible across the province.

**Continuing Work (2026–2030)**

This will be a core area of the next plan.

- Expanding regional community-level events (club races, weeklies, low-barrier formats) and youth event opportunities
- Better supporting event organizers with turnkey tools, training, and templates.
- Strengthening para event integration and accessibility standards.



# 4

## Competitive Success:

*Delivering one of the strongest athlete development systems in the country.*

Ontario Cycling continued to deliver one of the strongest athlete development systems in the country.

Over the strategic cycle, we:

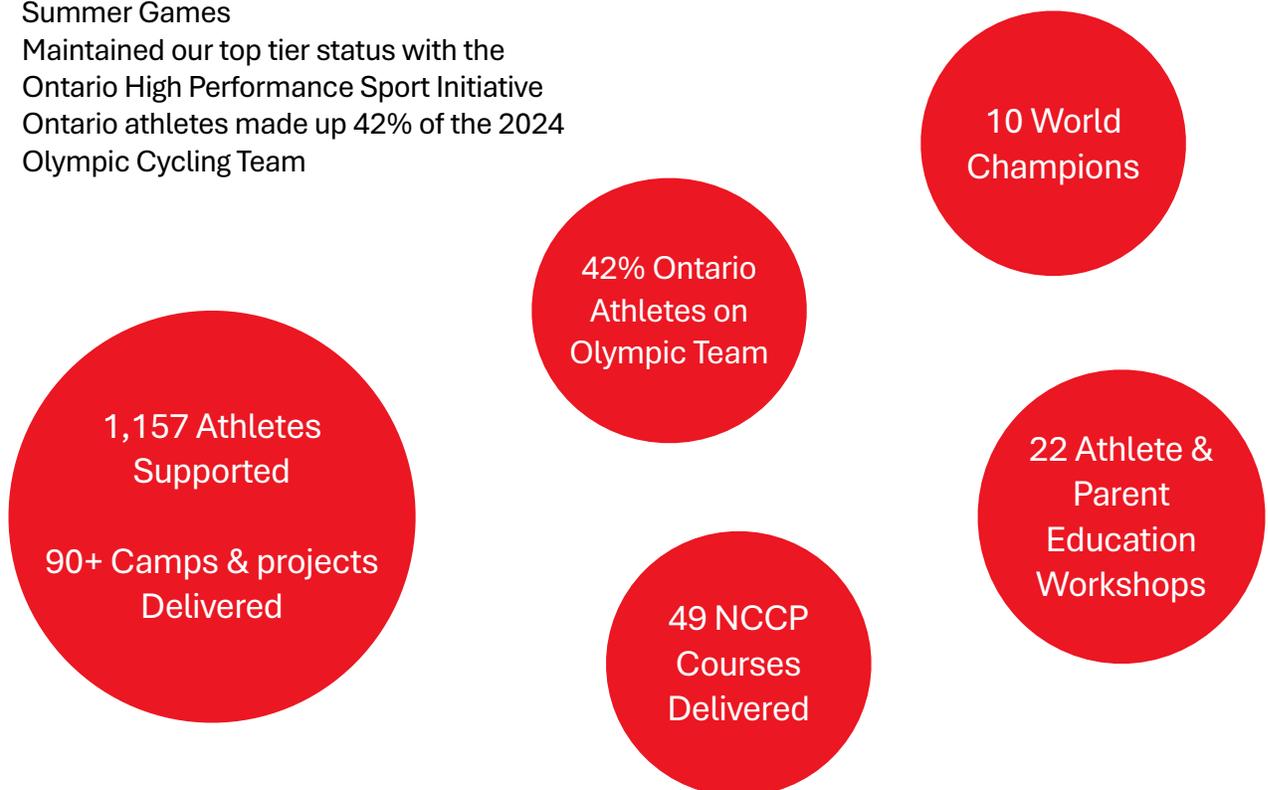
- Supported 1,157 athletes across five disciplines with training programs, camps, coaching, and sport science.
- Delivered 90+ development and performance projects, including Rising Stars provincial camps, HP training hubs and Talent ID initiatives
- Implemented athlete screening, medicals, training plans and sport science support for provincial program athletes
- Expanded athlete and parent education
- Ran 49 NCCP courses, engaged 397 coaches and launched the Commissaire Mentorship Program and online General Commissaire Course
- Filled all Ontario quotas for the Canada Summer Games
- Maintained our top tier status with the Ontario High Performance Sport Initiative
- Ontario athletes made up 42% of the 2024 Olympic Cycling Team

- We had 10 World Champions who came through Team Ontario programming

Ontario Cycling delivers a complete pathway from “first race” to “international podium,” with strong systems, world-class coaching, and the most advanced PTSO sport science integration in Canada.

### Continuing Work (2026–2030)

- More investment into sport science, talent identification, and regional hubs.
- Continued development of coach pathways, mentorship, and Learning Facilitator growth.
- Strengthening club–coach connections for earlier athlete development.
- Deepening para pathway and recruitment/ Talent ID programs.



# What We Learned

Over the course of this strategic cycle, we learned as much as we delivered. Implementing an ambitious, province-wide plan across multiple disciplines reinforced what today's cycling community truly needs from its provincial organization and where our role can have the greatest impact moving forward.

- Modern sport organizations require significantly more governance, compliance and administrative infrastructure than in previous cycles.
- Membership needs are diverse - community riders, youth, racers, parents, and clubs require different supports.
- Sport and the way it's being managed is evolving quickly (especially safe sport, insurance, club governance), and PTSOs must adapt rapidly.
- Event organizers require more tools, consistency, and direct support.
- Investments in youth and grassroots programming produce exponential system-wide benefits.

- Predictable governance and operational systems are essential for stability.

This plan leaves Ontario Cycling with:

- A stable, modern, accountable organization
- Strong governance and policy foundations
- A unified community built on inclusion and belonging
- More events, better-supported organizers, and expanded pathways
- A performance system capable of consistent international success
- Renewed trust and engagement from members and stakeholders

This was not just a plan - it was a transformation.

# Looking Ahead

The next strategic cycle will deliberately shift from system-building to system activation through people, programs and partnerships:

- Modernizing the member experience
- Community leadership & volunteer development
- Youth club & programming expansion
- Event system modernization
- National system alignment
- Digital systems & innovation
- Continued work on EDI and gender equity advancement
- Partnership Programs and commercial growth

The foundation built over the past four years makes this next phase possible and positions Ontario Cycling as a strong, credible partner for organizations looking to invest in healthy communities, youth development, equity and safe sport.

## Get Involved.

Join a club. Volunteer at a local event. Support a youth program. Become a coach or commissaire. Partner with us in your community.

# Thank You

None of this work happens without the people who make cycling possible.

Thank you to our:

Members

Clubs and event organizers

Athletes, coaches, and officials

Volunteers and partners

Board, Committees and Staff

Photographers

Your trust, feedback, and commitment have shaped this journey.

