

Club Operations Advisory Committee

Terms of Reference

MANDATE

The *Club Operations Advisory Committee (COAC)* works collaboratively with Ontario Cycling (OC) staff to strengthen, support, and advance the operational capacity of affiliated cycling clubs across Ontario. The Committee provides insight, feedback, and recommendations to enhance club governance, volunteer and youth engagement, programming quality, and member experience.

The COAC supports OC's Strategic Plan by contributing to the following pillars:

- **Advancing Development:** Enhancing the quality and consistency of club operations, education, and safety standards.
- **Fostering Growth:** Encouraging volunteer recruitment, youth participation, and sustainable club leadership.
- **Building Capacity:** Supporting innovation, digital modernization, and stronger community connections across the club network.

GUIDING PRINCIPLES

The work of the Committee reflects Ontario Cycling's values:

- **Respect:** We treat every person and perspective with fairness and dignity, fostering a culture where all voices are valued.
- **Collaboration:** We believe success comes through partnerships — with clubs, members, coaches, volunteers, and the broader sport community.
- **Accountability:** We take responsibility for our actions and decisions, ensuring transparency and trust in all we do.
- **Inclusivity:** We welcome everyone into the sport, celebrating diversity and creating safe spaces for all to ride, race, and belong.

COMPOSITION

The Committee shall consist of:

- **Chair:** OC Membership Services Manager
- **Additional Staff:** President & CEO
- **Members:** Up to eight (8) representatives from current OC-affiliated clubs representing a cross-section of disciplines, demographics, geographies, and programming types, including but not limited to:
 - Road / Gravel
 - Mountain Bike / Downhill / Cyclo-cross
 - Track
 - BMX / BMX Freestyle
 - Para-Cycling

- Recreational / Community Rides / Touring
- Youth Programming / Learn to Ride / Learn to Race
- Competitive Teams

Where possible, the Committee will include diversity in region, gender, discipline, and club size.

2026 KEY DUTIES

The Committee will:

1. Support Club Education & Development

- Promote and share best practices from the *Club Operations Manual*.
- Identify new topics and resources for future updates or workshops.
- Provide feedback on challenges facing clubs and help develop practical solutions.

2. Manage the Club Directors Basecamp

- Support the rollout, moderation, and engagement of the Basecamp platform.
- Encourage participation and ensure timely sharing of club updates and discussions.
- Identify emerging needs or gaps based on Basecamp feedback.

3. Strengthen Club Recruitment & Retention

- Develop strategies to attract new affiliated clubs.
- Identify and share approaches to improving the member experience and club sustainability.

4. Recreational Club Support

- Identify core items to support recreational clubs and riders to advance their goals and operations
- Promote recreational club programming and events

5. Enhance Volunteerism & Leadership

- Identify volunteer recruitment, training, and recognition opportunities.
- Share ideas to strengthen local leadership pipelines within clubs.

6. Advance Youth Programming

- Support clubs in developing youth-focused initiatives and partnerships.
- Promote programs that encourage long-term athlete and participant engagement.

7. Champion Inclusion & Safe Sport

- Integrate inclusive practices within club operations.
- Reinforce OC's SafeR Spaces and Safe Sport frameworks.

8. Advise OC Staff

- Provide input on emerging issues, trends, and risks in club operations.
- Recommend initiatives to strengthen the value proposition for affiliated clubs.

AUTHORITY

The COAC is an advisory committee to Ontario Cycling, providing recommendations, insights, and guidance on matters related to club operations, recruitment and development.

It does not possess decision-making authority but influences OC's operational planning and policy development through recommendations to the President & CEO and relevant staff leads.

MEETINGS

- The Committee will meet quarterly (minimum four times per year) or as required.
- Meetings will be held virtually unless otherwise scheduled.
- Additional working sessions may be held for project-specific tasks.

RESOURCES

The Committee will be supported by OC staff, who will provide administrative coordination, meeting scheduling, and access to shared files through Basecamp.

REPORTING & COMMUNICATION

- All minutes, recommendations, and reference materials will be posted to the Committee Basecamp.
- Key updates and recommendations will be shared with the President & CEO and relevant OC staff for consideration.

REVIEW & APPROVAL

This Terms of Reference will be reviewed annually by the President & CEO, with input from the Membership Services Manager and Committee, to ensure alignment with OC's strategic plan and evolving operational priorities.