



2026

ANNUAL MEETING

Digital Information Package

June 18, 2026

4:00 PM

Via Zoom

annualmeeting@ontariocycling.org

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Section 1: Welcome from the Board Chair

On behalf of the Ontario Cycling Board of Directors, it is my honour to welcome you to the 2026 Annual Meeting of Members and to share with you what I believe is the most comprehensive member information package in Ontario Cycling's history.

This year, we made a deliberate commitment to transparency. You will find in this package not just the agenda and required motions, but a full account of where we have been, what we have built, and where we are going, including the completion of our 2022–2025 Strategic Plan, the launch of our 2026–2030 Strategic Plan, detailed committee annual reports, a decade of membership demographic data, and the highlights of our 2026 Operational Plan. We heard you last year when members asked for more information shared further in advance. This package is our answer to that request.

The 2025 fiscal year was one of the most demanding in recent memory. We faced a significant cash flow challenge stemming from a large club closure, registration system delays, and funding uncertainty, and the Board responded with deliberate, measured action. We tightened controls, made difficult decisions, and finished the year with a clean audit and, for the first time in the organization's history, no management letter recommendations. That outcome reflects the discipline and commitment of our staff, led by President & CEO Pam Julian, and the rigour of our Audit & Risk Management Committee.

At the same time, we moved forward with ambition. The 2026–2030 Strategic Plan, built on three pillars - Advancing Development, Fostering Growth, and Building Capacity, gives Ontario Cycling a clear and actionable roadmap. We launched the inaugural Gravel Ontario Cup, endorsed NICA Canada's Ontario expansion, introduced a comprehensive suite of governance policies, completed our inaugural Board Self-Assessment, and established a Revenue Generation Committee to strengthen our long-term financial sustainability. These are not small steps.

Our membership data tells an honest story. We have not yet returned to pre-pandemic levels, our membership skews older and predominantly male, and we know that a growing number of cyclists in Ontario are participating outside our ecosystem. We are not looking away from those realities. The Challenge membership tier, the Gravel discipline, and our club enablement strategy are all deliberate responses, and the early numbers are encouraging.

What gives me confidence as we head into the next chapter is the quality of the people around this work: a committed Board, a capable and dedicated staff team, deeply engaged committee members, and most importantly, members and clubs who care about the future of sanctioned cycling in Ontario.

Thank you for being here. Thank you for your questions, your scrutiny, and your support. Ontario Cycling is stronger because of your engagement.

Janice Detta Colli

Chair, Ontario Cycling Board of Directors

Section 2: Meeting-At-A-Glance

Date: Thursday, June 18, 2026

Time: 4:00 PM ET

Questions: annualmeeting@ontariocycling.org

| | |
|-------------------------------------|---|
| Quorum Required | 5 voting members |
| Platform | Zoom — Pre-registration required log in by 3:50 PM |
| Motions | 3 motions for member vote (see below) |
| Absentee Voting Link | 2026 Ontario Cycling Annual Meeting Absentee Voting Form |
| Membership Voting Categories | Challenge Compete UCI Club Delegate (1 vote per club – club delegate may hold a Community license)_ |

| Motion | Description |
|---------------|---|
| AM-26-01 | Approval of the 2026 Annual Meeting Agenda |
| AM-26-02 | Approval of the 2025 Annual Meeting Minutes |
| AM-26-03 | Appointment of MacNeill Edmundson as Auditor for FY2026 |

CCN Registration Links:

[2026 Ontario Cycling Annual Meeting Club Delegate Voting Form](#)

[2026 Ontario Cycling Annual Meeting Non-Voting Member Registration to Attend](#)

[2026 Ontario Cycling Annual Meeting Absentee Voting Form](#)

[2026 Ontario Cycling Annual Meeting Registration to Attend and Vote Day Of](#)

Section 2: Meeting Information

Meeting Details

Date: Thursday, June 18, 2026

Time: 4:00 PM ET

Platform: Zoom (Virtual Meeting)

Meeting Platform – Zoom

- The Annual Meeting will be held via Zoom with voting conducted through Zoom's polling feature.
- Results will be posted immediately following each poll.
- Please log in no later than 3:50 PM to ensure a prompt 4:00 PM start.
- A brief orientation session will take place at the start of the meeting on how to engage with the platform.

Pre-Meeting Checklist

- Ensure you have Zoom downloaded and can log in with a registered account.
- Only registered Zoom users may access the meeting.
- Review all documentation regarding motions prior to the event.
- Organize your materials the week prior to the meeting.

Meeting Day Procedures

- Clubs must register on screen as their Club name, not an individual name.
- Individual members must display the name registered in the OC system (CCN).
- Remain on mute unless acknowledged by the Chair.
- To speak, raise your hand using Zoom's Raise Hand feature; wait to be acknowledged.
- The Zoom Chat Function will be disabled during the meeting.

Membership Rights & Voting

Each Registered Member in good standing in a voting category shall have one (1) vote on each motion. Voting categories include:

- Member Club in good standing
- Individual Member: Compete or Challenge Membership (provincial racing licenses)
- Individual Member: UCI License

Quorum

OC Bylaws state that quorum shall be five (5) voting Members.

Absentee Voting

A Member may vote in writing in advance of the meeting on published resolutions and for the election of Directors, by notifying the Ontario Cycling office at least five (5) days prior to the meeting. Absentee voting must be submitted through the process provided in the registration system, CCN.

Note: If a motion is amended at the meeting, absentee ballots may not be counted, as the original motion no longer exists.

Adminstrating a Motion/Resolution

- Motion is read by the Chair
- Discussion is called — speakers must indicate support or opposition
- Chair closes discussion following appropriate debate
- Voting poll is released; results displayed on screen
- Chair announces the result: Carried or Defeated (in case of tie, the motion is defeated)

Section 3: Agenda

Ontario Cycling 2026 Annual Meeting

June 18, 2026, 4:00 PM, Via Zoom

| # | Agenda Item | Reference |
|----|--|------------------------------|
| 1 | Call to Order | Chair |
| 2 | Formal Opening – Establishment of Quorum | Chair |
| 3 | Approval of the Agenda (Motion AM-26-01) | Agenda |
| 4 | Approval of Minutes of the 2025 Annual Meeting (Motion AM-26-02) | Minutes |
| 5 | Board Report | Board Report |
| 6a | Report of the Auditors – Audited Financial Statements (Dec 31, 2025) | Audited Financial Statements |
| 6b | Appointment of Auditors for FY2026 (Motion AM-26-03) | Motions |
| 7 | Adjournment | Chair |

Motion AM-26-01: THAT the Agenda of the 2026 Annual Meeting of the Corporation be approved.

Section 4: Approval of 2025 Annual Meeting Minutes

Motion AM-26-02: THAT the Minutes of the 2025 Annual Meeting of the Corporation be approved.

Ontario Cycling Annual Meeting Minutes
June 12, 2025
Via Zoom

| Topic | Notes | Mover / Seconded | Carried/ Defeated |
|----------------------------------|---|--|----------------------|
| Call to Order | Meeting was called to order at 5:02pm | N/A | N/A |
| Quorum Established | Quorum was established with 13 voting members present and an additional 0 absentee votes. Requirement was 5. | N/A | N/A |
| Approval of Agenda | Motion: <i>Be it resolved that the agenda of the 2025 Annual Meeting of Members be approved.</i> There was no discussion. | Moved – Kendal Clarke Seconded – Robin Porter | Carried |
| Approval of Minutes | Motion: <i>Be it resolved that the minutes of the Annual Meeting of Members held on June 13, 2024, are approved.</i> | Moved – Jeffrey Chu Seconded – Kendal Clarke | Carried |
| Articles of Incorporation | Motion: Be it resolved that the Articles of Amendment as presented to the members be approved as per the requirements of the <i>Ontario Not for Profit Corporations Act, 2010.</i> | Moved – Jeffrey Chu Seconded – Kendal Clarke | Carried |
| Board Report | OC Chair Janice Detta Colli Board presentation included a report on the overall board attendance at board meetings for the year (92%), 10-year membership trend chart and a status of our 2022-2025 strategic plan. Ongoing and anticipated challenges were shared. Steve Head noted that there was a change in the order of the approved Agenda as the bylaw change presentation should have come after the presentation of the Financial Statements. This was noted and acknowledged. No one stated an issue or a request for a change in vote on the bylaw changes. Raye Ackerman requested that the Board presentation be shared prior to the annual meeting, so that questions may be | N/A | N/A |

| | | | |
|-----------------------------------|---|---|-------------|
| | <p>brought forward at the meeting after review of the information. This was acknowledged.</p> <p>There was further discussion on the placement of the Board Report, as it was not officially acknowledged in the Agenda. This was acknowledged and a recommendation by the President & CEO was made to add the item Board Report to the Agenda.</p> | | |
| Financial Statements | <p>OC Board Director and Audit & Risk Management Committee Chair, Robin Porter presented the financial statements for the fiscal year end of December 31, 2024.</p> <p>There were no questions on the Financial Statements.</p> <p>Steve Head made a request to have the slides presented included in the financial statements. This was acknowledged and stated that it would be done.</p> | N/A | N/A |
| Appointment of the Auditor | <p>Motion: <i>Be it resolved that MacNeill Edmundson Professional Corporation be appointed as the Corporation's auditors until the close of the next Annual Meeting (or until they are replaced), for the compensation approved by the Board.</i></p> | <p>Moved – Michelle McCloskey</p> <p>Seconded – Jeffrey Chu</p> | Carried |
| Election of New Directors | <p>OC Director and Chair of the Nomination Committee, Trish Weigel-Green presented the Nomination Report which was included in the AM package to members.</p> <p>Three open positions and two recommended candidates standing, including 1 returning board members, so candidates are acclaimed, and no vote is required. The two new candidates introduced themselves as an attendee of the meeting.</p> <p>The Athlete Representative was also open this year. We had one candidate which was our current Athlete Representative, who was acclaimed.</p> <p>Acclaimed to the board are: Peter Slater Brendan Hart Michelle McCloskey Siobhan Kelly</p> <p>The Board will assign positions at the first board meeting of the new board and will do a post to the membership to introduce the new board after that.</p> <p>Congratulations to the new board members and athlete representative.</p> | Acclamation | Acclamation |

| | | | |
|-------------------------------|--|--|--|
| | Thank you to our outgoing board members Jeffrey Chu and Pary Bell. | | |
| Other Business | The Bylaws were moved from Other Business to before the Board report. There was no other business | | |
| Termination of Meeting | Meeting was terminated at 5:40pm | | |

Section 5: Board & Standing Committee Reports

Board of Directors Report

Annual Report to Membership
 June 2025 – May 2026

ABOUT THE BOARD

The Ontario Cycling Board of Directors is the governing body of Ontario Cycling, responsible for setting strategic direction, ensuring sound governance, overseeing financial stewardship, and advancing the organization's mission to develop, promote, and lead cycling across Ontario. The Board operates through two Standing Committees, the Governance & Human Resources Committee and the Audit & Risk Management Committee, and delegates day-to-day operations to the President & CEO.

BOARD COMPOSITION

| Director | Role & Committee |
|--------------------|--|
| Janice Detta Colli | Board Chair / Governance & HR Committee Member / Sponsorship Working Group |
| Michelle McCloskey | Secretary / Chair, Governance & HR Committee / Sponsorship Working Group |
| Robin Porter | Director / Chair, Audit & Risk Management Committee / Sponsorship Working Group |
| Brendan Hart | Director / Governance & HR Committee Member / Sponsorship Working Group |
| Trish Weigel | Director / Chair, Nominations Committee / Sponsorship Working Group |
| Peter Slater | Director / Audit & Risk Management Committee Member / Sponsorship Working Group |
| Don Goudy | Director (Appointment) / Sponsorship Working Group |
| Siobhan Kelly | Athlete Representative / Chair, Athletes Council / Sponsorship Working Group / Gender Equity Working Group |
| Kendal Clarke | Vice Chair (resigned January 2026) / Sponsorship Working Group |

Board of Directors – Resolution

Upon the resignation of Kendal Clarke from the Board, the Board, on February 23–25, 2026, executed a Unanimous Written Resolution appointing Don Goudy into the outgoing board members role as a Director of Ontario Cycling, effective upon full execution of the resolution. Don was serving in the Board appointed 1-year role, an option that the Board of Directors enacted after the 2025 Annual Meeting. Don Goudy will serve until the conclusion of the Annual Meeting in June 2027.

Board Meetings Held

| Meeting | Date | Location | Attendance |
|--------------------------------|--------------------|----------------------------|------------|
| Annual Meeting & Board Meeting | June 12, 2025 | Virtual | 100% |
| Board Off-Site | September 27, 2025 | In Person, Milton, Ontario | 89% |
| Q4 Board Meeting | December 4, 2025 | Virtual | 89% |
| Q1 Board Meeting | February 3, 2026 | Virtual | 100% |
| Q2 Board Meeting | May 7, 2026 | Virtual | 100% |

STRATEGIC LEADERSHIP

2026–2030 Strategic Plan

One of the Board's most significant achievements this year was the development and launch of Ontario Cycling's 2026–2030 Strategic Plan, released in February 2026. The plan is built on three interconnected pillars:

- **Advancing Development:** Strengthening athlete pathways, event quality, and high-performance programming from grassroots to elite levels
- **Fostering Growth:** Deepening community connections, expanding access, and growing a diverse and inclusive cycling community
- **Building Capacity:** Investing in governance modernization, technology, partnerships, and long-term financial and organizational resilience

The Strategic Plan was developed through the Board retreat, stakeholder consultation, and an extensive review process engaging the full Board and senior staff.

Strategic and Operational Direction

The Board provided strategic direction on several high-priority organizational matters throughout the year:

- Approved the 2026 operating budget in February 2026 with a target five-month defensive interval
- Supported the pivot in event delivery strategy with clubs now leading all Road, Mountain Bike and CX O-Cup delivery, reducing organizational cost and risk while building club capacity
- Established a board Sponsorship Working Group to pursue new revenue streams and strengthen organizational sustainability. This led to the creation of a new Revenue Generation Committee which will be formed in the summer of 2026.
- Authorized launch of the inaugural Gravel O-Cup, expanding Ontario Cycling's competitive offering
- Endorsed NICA Canada's Ontario launch (expected 2027) and approved participation in the Quebec pilot (2026)
- Supported development of a Club Board Basecamp and club-facing resources to support the club enablement strategy

GOVERNANCE ACHIEVEMENTS

Policies Approved by the Board

The Board approved a significant volume of governance and risk management policies this year, reflecting a commitment to modernizing Ontario Cycling's governance framework:

- Board Terms of Reference (September 2025)
- Board & Committee Succession Policy (September 2025)
- Cybersecurity Policy Suite (September 2025)
- AI Use Policy (September / December 2025)
- Cash Flow Strategy Policy (September 2025)
- Risk Management Policy (September 2025)
- OC Code of Conduct & Ethics (December 2025)
- Standing Committee Terms of Reference (November 2025 / December 2025)
- Records Management Policy (March 2026)
- Executive Limitations (Governance) Policy (April/May 2026)
- Conflict of Interest Policy & Tracking Form (April/May 2026)
- Board Position Descriptions (April/May 2026)
- Board Communication and Attendance Policy (April/May 2026)
- Director's Agreement (April/May 2026)
- Board Decision Memo Template: Adopted as standard practice (April/May 2026)
- Financial Framework 2026–2030: Accepted and adopted (April/May 2026)

Board Self-Assessment

The Board completed its inaugural Board and Committee Self-Evaluation in early 2026. Results identified four governance priority areas being actioned in 2026: succession planning, role clarity between Board and management, meeting preparation standards, and a Board Ambassador function to strengthen external relationships.

Committee Governance

The Board approved updated Terms of Reference and annual work plans for both Standing Committees and confirmed a formal five-meeting cadence for the Audit & Risk Management Committee (ARMC) aligned to the

organizational calendar. The ARMC developed a comprehensive Annual Work Plan establishing clear standing deliverables and accountability structures.

FINANCIAL STEWARDSHIP

The Board exercised rigorous financial oversight throughout the year in a challenging revenue environment:

- Received and acted on quarterly financial reports tracking the defensive interval ratio, budget variances, cash flow projections, and key risks
- Monitored a cash flow crunch in late 2025 resulting from a large club closure, CCN registration delays, and OHPSI funding uncertainty, approving cost reduction measures including a staffing change
- Approved the 2026 budget with projections showing improved revenue over 2024 and 2025 through new partnership initiatives
- Received the 2025 audited financial statements, a clean audit with the organization's first audit with no management letter recommendations
- Reviewed and endorsed a three-year Financial Stewardship Work Plan including stress testing, scenario analysis, and workforce contingency planning

Sport Canada Governance Code

Ontario Cycling maintains an 'A' rating under the Sport Canada Governance Code. All identified gaps have been addressed through policy review, board administration improvements, and committee strengthening.

ORGANIZATIONAL HIGHLIGHTS

Insurance Transition

In partnership with the Cycling Canada Insurance Collective, Ontario Cycling successfully transitioned to BFL (from Gallagher), effective September 2025, improving coverage terms and coordination with the national body.

Independent Complaints Process

The Board confirmed that Ontario Cycling now uses a fully independent third-party complaints and safe sport process, replacing the external whistleblower policy. The independent complaints line is operational with quarterly reporting to the Board.

Athletes Council

The Athletes Council, chaired by Athlete Representative Siobhan Kelly, engaged on key issues including selection criteria, athlete representation, travel costs, event timing, and challenges with alignment with the national calendar. The Council adopted the Cycling Canada model for kit and high-performance processes. Athlete engagement improvements are planned for the coming year.

Staff and Organizational Culture

Staff retention reached its strongest level in recent years, with all current staff holding tenures of two years or more. Three summer students were secured for 2026. A comprehensive workforce contingency plan was developed and reviewed at the committee level. The organization received a clean audit and is operating with clear KPI frameworks aligned to the new Strategic Plan.

Technology and Innovation

The Board endorsed adoption of an AI Policy to support grant writing, data analysis, and content creation. An interprovincial technology audit was completed to identify shared service opportunities across provincial & territorial cycling organizations.

LOOKING AHEAD: 2026–2027 PRIORITIES

- Launch implementation of the 2026–2030 Strategic Plan across all three pillars
- Continue building financial resilience through new partnerships (NICA, BMX Canada, Share the Road, Zeffy)
- Address the four governance priorities identified through the Board Self-Assessment
- Manage the 2027 auditor RFP process and oversee the 2026 external audit
- Advance the Board Ambassador program and strengthen external stakeholder relationships
- Continue supporting club capacity-building and membership growth in northern and underrepresented regions
- Conduct the 2026 CEO performance evaluation against established metrics

Governance & Human Resources Committee

Annual Report to Membership
June 2025 – May 2026

ABOUT THE COMMITTEE

The Governance & Human Resources Committee (GHRC) supports the Board in fulfilling its responsibilities around sound governance practices, Board effectiveness, and the oversight of the organization's human resources, including CEO performance.

COMMITTEE MEMBERSHIP & MEETINGS

Composition

| Member | Role | Notes |
|--------------------|--------|--|
| Michelle McCloskey | Chair | Board Director and Secretary |
| Janice Detta Colli | Member | Board Chair |
| Brendan Hart | Member | Board Director |
| Lorenzo Accettola | Member | External HR subject matter expert |
| Scott Morrison | Member | Former Board Member; governance and policy subject matter expert |

Meetings Held

| Meeting | Date | Key Focus |
|------------|-------------------|---|
| Q3 Meeting | August 19, 2025 | Policy review; CEO performance update; HR and culture highlights |
| Q4 Meeting | November 18, 2025 | Code of Conduct; strategic plan preview; committee workplan and TOR |
| Q1 Meeting | January 2026 | Board self-assessment results; 2026 CEO KPIs; policy review schedule |
| Q2 Meeting | April 27, 2026 | Policy approvals; workforce planning; Future in Sport Commission review |

GOVERNANCE HIGHLIGHTS

Policies Reviewed and Recommended to the Board

The Committee reviewed, updated, and recommended the following governance documents for Board approval throughout the year:

- Board of Directors Terms of Reference: Updated and recommended to Board (August 2025)
- Board & Committee Succession Policy: Reviewed with proposed updates and recommended to Board (August 2025)
- OC Code of Conduct & Ethics: Reviewed with amendments and approved by Board (November/December 2025)
- Standing Committee Terms of Reference: Reviewed and approved by Board (November 2025)
- AI Use Policy: Reviewed and recommended; Board approved with amendments (December 2025)
- Executive Limitations (Governance) Policy: Reviewed and recommended with amendments (April 2026)
- Conflict of Interest Policy & Tracking Form: Approved with new Smartsheet register process (April 2026)
- Board Position Descriptions (Chair, Vice Chair, Secretary, Directors): Approved with clarifications (April 2026)
- Board Communication and Attendance Policy: Approved as presented (April 2026)
- Director's Agreement: Approved with clarifications on contract review thresholds and personnel oversight (April 2026)
- Board Decision Memo Template: Adopted as standard practice for major decisions (April 2026)
- Emergency Succession Plan: Confirmed for signature by acting CEO designates (April 2026)

- External Whistleblower Policy: Retired; the organization now uses a fully independent third-party complaints process

Board Self-Assessment

The Committee finalized and launched the Board and Committee Self-Evaluation process following the December 2025 Board meeting. Results were reviewed at the February 2026 Board meeting, identifying four governance priority areas for 2026:

- Succession Planning Refresh: Documenting Board and CEO succession frameworks and formalizing an annual review cycle (Q2 2026)
- Board vs. Management Role Clarity: Developing a Delegation of Authority / Decision Rights Matrix (Q2 2026)
- Board Meeting Preparation: Establishing standards for agenda structure, materials distribution, and a consistent Board memo template (Q2 2026)
- Board Ambassador Role: Strengthening Ontario Cycling's external relationships with assigned Board-level leads (Q3 2026)

Board Composition and Regional Diversity

The Committee discussed the importance of regional diversity on the Board, noting that current members are predominantly from the Greater Toronto Area. The Committee agreed to actively encourage candidates from outside the GTA in future nomination calls. No vacancies were anticipated for 2026 due to the bridge year in Board terms. Following a mid-year resignation, the Board reviewed options under ONCA and the organization's bylaws.

Director Onboarding

A new Director Onboarding Manual was finalized and made available to Board members via Basecamp. The skills matrix was reviewed as part of the Committee's ongoing work to ensure the Board maintains the competencies needed to fulfill its mandate.

HUMAN RESOURCES HIGHLIGHTS

CEO Performance Evaluation

The Committee fulfilled its responsibility to review and monitor the President & CEO's performance throughout the year. Performance was tracked via Smartsheet against established metrics and confirmed on track through Q3 2025. All 2025 deliverables were confirmed complete at the February 2026 meeting. Draft 2026 CEO KPIs were reviewed and recommended to the Board. The Board approved a 3% Cost-of-Living Adjustment in recognition of completed 2025 performance metrics.

CEO Attestation

The CEO attestation was reviewed and compliance confirmed. A quarterly policy compliance check-in covering the Code of Conduct and Conflict of Interest was added to the attestation process, strengthening accountability across the organization.

Staff Performance and Culture

The Committee received regular updates on staff performance management and organizational culture throughout the year. Highlights include:

- Staff culture survey results were overwhelmingly positive
- Integrated role profiles introduced to align staff roles with organizational KPIs and purpose
- Ongoing coaching provided to staff on communication, administrative processes, and people management
- Staff retention improved significantly, the shortest tenure among current staff is two years
- Three summer student positions secured (two Canada Summer Jobs; one Ontario Summer Jobs) to support operations
- A comprehensive Workforce Contingency Plan developed providing succession coverage for every staff role and identifying financial impacts of planned and unplanned departures

Future in Sport Commission

The Committee reviewed recommendations from the Future in Sport Commission report and identified action areas including bystander training, newcomer accessibility, Indigenous community engagement, and equipment affordability. Ontario Cycling loans hand cycles to para-athletes as a barrier-removal strategy and is actively exploring partnerships with community organizations serving newcomers and Indigenous communities.

Insurance

The Committee reviewed Directors & Officers (D&O) and Historical Abuse insurance coverage. Ontario Cycling is a member of the Cycling Canada Insurance Collective, which transitioned brokerages from Gallagher to BFL in late 2025. The Committee explored the concept of increasing the current D&O coverage at \$2M aggregate to \$5M, but due to the significant increase in cost, chose to stay with \$2M for the time being.

LOOKING AHEAD: 2026–2027 PRIORITIES

- Continue supporting board renewal with an emphasis on regional diversity
- Implement the four governance priority areas identified through the Board Self-Assessment
- Review 2026 CEO Performance Metrics and conduct annual performance evaluation
- Monitor implementation of updated governance policies and the new independent complaints process
- Advance workforce planning and succession frameworks
- Support the Nominations Committee process which will begin in Q4.

Audit & Risk Management Committee

Annual Report to Membership
June 2025 – May 2026

ABOUT THE COMMITTEE

The Audit & Risk Management Committee (ARMC) provides oversight of Ontario Cycling's financial reporting, external audit process, risk management, and internal controls, ensuring the organization maintains sound financial stewardship and long-term resilience.

COMMITTEE MEMBERSHIP & MEETINGS

Composition

| Member | Role | Notes |
|----------------------|--------|--|
| Robin Porter | Chair | Board Director |
| Peter Slater | Member | Board Director |
| Alana Mangold (Gold) | Member | External subject matter expert (CPA) |
| Jeffrey Chu | Member | External subject matter expert/Former Board Member |
| Dan Lundenberg | Member | External subject matter expert |
| Kevin Wattier | Member | External subject matter expert; joined November 2025 (OPP Anti-Fraud background) |

Meetings Held

| Meeting | Date | Key Focus |
|-----------------|-------------------|--|
| Q3 Meeting | August 21, 2025 | Financial review; risk management plan; cybersecurity and cash flow policies |
| Q4 Meeting | November 20, 2025 | Year-end financial update; 2026 budget preview; insurance transition; committee work plan |
| Q1 Meeting | January 14, 2026 | Audit planning; 2026 budget approval process; risk assessment; new partnership committees |
| Q2 Meeting | March 9, 2026 | Audit progress; financial stewardship plan; risk registry; records management policy; revenue partnerships |
| Pre-AGM Meeting | April 30, 2026 | Audited financial statements; management letter; cash flow; financial forecast |

AUDIT OVERSIGHT

External Audit – Year Ended December 31, 2025

The Committee oversaw the full external audit process conducted by MacNeill Edmundson Professional Corporation. The audit was completed with no issues. Highlights:

- Ontario Cycling received a clean audit opinion with no management letter recommendations, the latter being a first for the organization
- All audit materials were prepared and uploaded in advance; auditors had full QuickBooks access
- Draft audited financial statements were reviewed by the Committee at the April 30, 2026, meeting and recommended to the Board for approval. Board approved the Audited Statements on May 7, 2026.
- MacNeill Edmundson will be retained for the 2026 audit year; an RFP process will be initiated for 2027

The Committee reviewed the audited Statement of Financial Position (total assets: \$223,784) and the Statement of Revenues and Expenses (total revenues: \$1,615,699; total expenses: \$1,872,632; operating deficiency: \$256,933), and the Auditor's Report confirming fair presentation in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

FINANCIAL OVERSIGHT

2025 Financial Performance

The Committee provided ongoing oversight of financial performance throughout the year. Key areas monitored:

- **Defensive Interval Ratio:** Tracked quarterly; the ratio moved from a healthy 5.5 months (August 2025) to 4 months (December 2025), prompting close cash flow monitoring and cost-reduction measures
- **Membership Revenue:** Primary risk area; one large club closure resulted in a loss of approximately 500–600 members; recruitment campaigns initiated to rebuild membership in northern Ontario and through new partnerships
- **Grant Funding:** OHPSI grant received (\$150,000 base + \$40,000 for para programming, making OC the highest funded High-Performance sport in Ontario); multi-year salary grant from Coaches of Ontario (\$29,000 Year 1); base grant application pending
- **Cost Controls:** One staff position reduced for budgetary reasons; professional development budget paused with internal skill-sharing program implemented; CX and MTB Provincials outsourced to reduce operational costs. Decreased number of days for each Track OCup to decrease costs of track event delivery.
- **Event Strategy:** Ontario Cycling transitioned away from direct event delivery for Road O-Cups, reducing both costs and revenue risk while enabling clubs to take on greater ownership.

2026 Budget

The Committee reviewed and recommended the 2026 operating budget to the Board, which was approved at the February 2026 Board meeting. The budget targets a five-month defensive interval and projects a small surplus if membership and grant targets are met. Revenue is projected higher than both 2024 and 2025 actuals, supported by new partnership initiatives.

Financial Stewardship Plan

A comprehensive Financial Stewardship Work Plan was developed by the President & CEO and reviewed by the Committee, including three-year financial projections, scenario and stress testing (membership decline, grant reduction), a workforce contingency plan, and cash flow monitoring protocols with defined variance thresholds and escalation procedures. This level of proactive financial planning is not common among provincial sport organizations.

Financial Framework 2026–2030

A Financial Framework aligned to the new 2026–2030 Strategic Plan was reviewed and recommended by the Committee for Board adoption, establishing principles of sustainability, transparency, and strategic investment across six organizational delivery areas.

RISK MANAGEMENT

Risk Register

The risk register was updated and enhanced throughout the year, including the addition of columns for current controls and evaluation dates, and narrowing responsibility from departments to specific roles. All committee members have ongoing access to the risk register through Smartsheet. Key risks monitored include:

- Membership revenue variance (highest-rated risk; approximately \$40,000 variance range)
- Cash flow and defensive interval management
- Funding uncertainty (OHPSI restructuring; Ontario Amateur Sport Fund timing)
- CCN registration system limitations and legacy coding issues
- Staff capacity and succession
- Declining membership and club departures remain ongoing pressure points

Revenue Diversification

Ontario Cycling has taken deliberate steps toward revenue diversification:

- Sponsorship and Partnership Program: New website and sponsorship deck completed; Revenue Generation Committee launching June 2026
- Coaches of Ontario 3-year coaching grant secured
- Bike Insurance Program launched (ongoing promotion efforts underway)
- Shared services collaboration with IPC and Cycling Canada under assessment

Policies Reviewed and Recommended to the Board

- Cybersecurity Policy Suite: Reviewed and finalized; approved by Board (September 2025)
- Cash Flow Strategy Policy: Reviewed and approved by Board (September 2025)
- Risk Management Policy: Reviewed and approved by Board (September 2025)
- Records Management Policy: Updated and recommended to Board (March 2026)
- AI Use Policy: Reviewed and recommended; approved by Board with amendments (December 2025)

Insurance

The Committee oversaw Ontario Cycling's transition to the Cycling Canada Insurance Collective, with BFL as broker and Markel as underwriter. The transition was effective September 1, 2025. Directors & Officers coverage sits at \$2M aggregate with a potential increase to \$5M under consideration. Gallagher was retained for the bike insurance program. The independent third-party complaints line is operational.

REVENUE DIVERSIFICATION & STRATEGIC INITIATIVES

The Committee reviewed several emerging revenue and partnership opportunities as part of its oversight of financial risk and resilience:

- NICA Canada: National Interscholastic Cycling Association league launching in Canada, expected to generate approximately 100 new youth members
- BMX Canada: Partnership in development with potential to add approximately 1,000 new members
- Share the Road: Club program launched with 10 pilot clubs in May 2026
- Cycling Canada Zeffy Platform: 5% fundraising rebate to provincial/territorial organizations, effective April 2026
- Working Groups Corporate Partnerships and Sponsorship were both established in December 2025 to pursue the development of a sponsorship strategy.
- Revenue Generation Committee in development and will launch summer of 2026
- Technology Audit: Completed across the interprovincial council to identify shared service opportunities

COMMITTEE GOVERNANCE

The Committee developed a formal Annual Work Plan establishing a recommended five-meeting cadence aligned to the Board calendar, with defined standing deliverables including: annual audited financial statements, quarterly financial and cash flow reports, updated risk register, annual insurance review, and an annual committee report. The Committee's Terms of Reference and charter were reviewed and updated during the year.

LOOKING AHEAD: 2026–2027 PRIORITIES

- Oversee the 2026 external audit and manage the RFP process for the 2027 auditor appointment
- Monitor 2026 budget performance and membership revenue against projections
- Continue oversight of the Financial Stewardship Work Plan and three-year projections
- Review and finalize the Risk Appetite Statement
- Support implementation of the Financial Framework 2026–2030

Athlete Council

Annual Report to Members

June 2025 – May 2026

About the Athlete Council

The Athlete Council acts as an informed advisor to the Ontario Cycling Office and Board in the implementation of policies and the Ontario Cycling Strategic Plan as it pertains to athletes. The Council is a Program Committee of Ontario Cycling, governed by the Ontario Cycling Bylaws, and does not have independent decision-making authority.

Members bring perspective from athletes competing at Ontario Cup, Provincial, National, and international level events, spanning all disciplines of cycling. The Ontario Cycling Office provides support through administration, marketing, and deliverables as requested by the Council.

Council Membership — 2025/2026

| Member | Role | Discipline Represented |
|--------------------|--------------------------|--|
| Siobhan Kelly | Chair / Athlete Director | Cyclocross, Road |
| Katelyn Walcroft | Council Member | Road |
| Nicole Bradbury | Council Member | Mountain Bike & Road (Track, Cyclocross history) |
| Roger Koert | Council Member | Para — Handcycle & Adaptive MTB |
| Nick Wammes | Council Member | Track Sprint |
| Malcolm Barton | Council Member | Gravel, Mountain Bike & Cyclocross |
| BMX Representative | Council Member — VACANT | Actively recruiting |

Key Discussions & Updates

The following items were discussed and advanced by the Athlete Council over the past year. These items reflect the Council's ongoing work to improve athlete experience, fairness in selection, and the quality of Ontario Cycling events and programs.

1. Team Ontario Project Application Fee

The Council discussed implementing a project application fee for Team Ontario projects to reduce the administrative burden caused by late athlete withdrawals after selections are finalized.

- A withdrawal deadline would be established, allowing athletes to withdraw without financial penalty prior to that date.
- For selected athletes, the application fee would be credited toward the final project fee.

2. Road Team Selection Criteria

The Council reviewed a proposal for athletes on the Targeted Athlete List to receive automatic selection consideration for Team Ontario projects. The goals are to:

- Reduce conflicts caused by overlapping qualification events (e.g. road and mountain bike race weekends occurring simultaneously).
- Provide greater clarity and consistency within the selection process.

3. Trade Teams & Team Ontario Participation

The Council discussed situations where trade team commitments may conflict with Team Ontario participation. The Council's position is that athletes should not be required to represent Ontario if they choose to fulfil their trade team commitments, and that this choice should be respected without penalty.

4. Para Road Nationals - Team Support Model

The Council discussed adopting a two-tiered support model for Para Road Nationals participation:

- All para-athletes would receive a baseline level of support.
- Team Ontario targeted athletes would receive enhanced support above the baseline.

5. Ontario Cup Participation & Event Experience

The Council discussed ways to strengthen Ontario Cup participation and improve the overall event experience, with a focus on quality over quantity:

- Introducing prize money for Elite categories to attract high-calibre athletes.
- Creating a more engaging atmosphere for developing athletes and spectators alike.
- Prioritizing event quality and experience, rather than simply increasing the number of events on the calendar.

Looking Ahead

The Athlete Council will continue to meet quarterly and bring forward athlete perspectives on Ontario Cycling's programs, policies, and strategic direction. The Council remains committed to representing athletes across all disciplines and to ensuring their voices are reflected in the organization's decision-making.

The Council is actively recruiting for a BMX Representative. Athletes interested in serving on the Athlete Council are encouraged to contact the Ontario Cycling Office for information on the application process.

Section 6: Report of the Auditors

6a. Audited Financial Statements – Fiscal Year Ended December 31, 2025

The Audited Financial Statements for the fiscal year ended December 31, 2025, were prepared by MacNeill Edmundson Professional Corporation and are presented to the membership at this Annual Meeting.

The Audit & Risk Management Committee Chair, Robin Porter, will present the financial statements at the meeting. Members are encouraged to review the financial statements in advance and submit questions to annualmeeting@ontariocycling.org.

ONTARIO CYCLING ASSOCIATION INCORPORATED
Financial Statements
Year Ended December 31, 2025

ONTARIO CYCLING ASSOCIATION INCORPORATED
Index to Financial Statements
Year Ended December 31, 2025

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INDEPENDENT AUDITOR'S REPORT

To the Members of Ontario Cycling Association Incorporated

Opinion

We have audited the financial statements of Ontario Cycling Association Incorporated (the association), which comprise the statement of financial position as at December 31, 2025, and the statements of changes in fund balances, revenues and expenses and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the association as at December 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the association's financial reporting process.

(continues)

Jeremy A. Giles CPA, CA Lissa Savage CPA, CA, CPA (Illinois)

Mark Snyders CPA, CA Dillon O'Henly CPA, CA

James B. MacNeill FCPA, FCA, CFP (Counsel) Robert F. Edmundson CPA, CA (Retired)

INDEPENDENT AUDITOR'S REPORT *(continued)*

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

London, Ontario
May 7, 2026

MacNeill Edmundson
PROFESSIONAL CORPORATION
CHARTERED PROFESSIONAL ACCOUNTANTS
Authorized to practise public accounting by the
Chartered Professional Accountants of Ontario

ONTARIO CYCLING ASSOCIATION INCORPORATED
Statement of Financial Position
December 31, 2025

| | 2025 | 2024 |
|--|-------------------|-------------------|
| ASSETS | | |
| CURRENT | | |
| Cash | \$ 110,288 | \$ 128,981 |
| Restricted cash (Note 4) | 51,885 | 64,550 |
| Term deposits (Note 2) | - | 223,363 |
| Accounts receivable | 16,355 | 2,382 |
| Interest receivable (Note 2) | - | 7,495 |
| Harmonized sales tax recoverable | - | 933 |
| Prepaid expenses | 22,095 | 34,398 |
| | 200,623 | 462,102 |
| CAPITAL ASSETS (Note 3) | 23,161 | 22,316 |
| | \$ 223,784 | \$ 484,418 |
| LIABILITIES AND FUND BALANCES | | |
| CURRENT | | |
| Accounts payable and accrued liabilities | \$ 11,686 | \$ 12,356 |
| Harmonized sales tax payable | 1,689 | - |
| Deferred income (Note 4) | 145,258 | 140,355 |
| | 158,633 | 152,711 |
| FUND BALANCES | | |
| General fund | 41,990 | 309,391 |
| Capital assets | 23,161 | 22,316 |
| | 65,151 | 331,707 |
| | \$ 223,784 | \$ 484,418 |

ON BEHALF OF THE BOARD

Janice Datta Colli

Director

[Signature]

Director

ONTARIO CYCLING ASSOCIATION INCORPORATED
Statement of Changes in Fund Balances
Year Ended December 31, 2025

| | General Fund | Capital Assets | 2025 | 2024 |
|--|------------------|-------------------|-------------------|-------------------|
| FUND BALANCES - BEGINNING OF YEAR | \$ 309,391 | \$ 22,316 | \$ 331,707 | \$ 551,045 |
| DEFICIENCY OF REVENUES OVER EXPENSES | (256,933) | (9,623) | (266,556) | (219,338) |
| TRANSFERS | (10,468) | 10,468 | - | - |
| FUND BALANCES - END OF YEAR | \$ 41,990 | \$ 23,161 | \$ 65,151 | \$ 331,707 |

ONTARIO CYCLING ASSOCIATION INCORPORATED
Statement of Revenues and Expenses
Year Ended December 31, 2025

| | 2025 | 2024 |
|---|---------------------|---------------------|
| REVENUES | | |
| Membership | \$ 577,494 | \$ 602,817 |
| Grants | 512,168 | 572,584 |
| Events | 218,652 | 253,235 |
| High performance | 124,728 | 72,880 |
| Athlete support | 87,000 | 79,011 |
| Club and team affiliation | 41,440 | 41,930 |
| Sponsorship | 26,500 | 26,465 |
| Other | 13,639 | 17,127 |
| Grass roots and community development | 12,819 | 24,120 |
| Interest income | 1,259 | 17,110 |
| | <u>1,615,699</u> | <u>1,707,279</u> |
| EXPENSES | | |
| Salaries and wages | 751,238 | 757,982 |
| High performance | 408,668 | 298,082 |
| Events | 271,815 | 364,836 |
| Membership registration | 199,011 | 143,214 |
| Office | 109,797 | 141,475 |
| Professional fees | 46,588 | 63,752 |
| CCA affiliation | 45,614 | 49,253 |
| Grassroots | 17,131 | 58,669 |
| Training | 10,863 | 10,405 |
| Communication | 7,945 | 15,574 |
| Membership costs | 3,011 | 2,480 |
| Annual meeting | 609 | 785 |
| Board of directors | 292 | 226 |
| Club support | 50 | 990 |
| Para project | - | 678 |
| Insurance | - | 879 |
| | <u>1,872,632</u> | <u>1,909,280</u> |
| DEFICIENCY OF REVENUES OVER EXPENSES FROM OPERATIONS | <u>(256,933)</u> | <u>(202,001)</u> |
| CAPITAL FUND ACTIVITY | | |
| Loss on disposal of capital assets | - | (2,276) |
| Amortization of intangible assets | - | (6,874) |
| Amortization of capital assets | (9,623) | (8,187) |
| | <u>(9,623)</u> | <u>(17,337)</u> |
| DEFICIENCY OF REVENUES OVER EXPENSES | <u>\$ (266,556)</u> | <u>\$ (219,338)</u> |

ONTARIO CYCLING ASSOCIATION INCORPORATED
Statement of Cash Flows
Year Ended December 31, 2025

| | 2025 | 2024 |
|--|--------------------------|--------------------------|
| OPERATING ACTIVITIES | | |
| Deficiency of revenues over expenses | \$ (266,556) | \$ (219,338) |
| Items not affecting cash: | | |
| Amortization of capital assets | 9,623 | 8,187 |
| Amortization of intangible assets | - | 6,874 |
| Loss on disposal of capital assets | - | 2,276 |
| | <u>(256,933)</u> | <u>(202,001)</u> |
| Changes in non-cash working capital: | | |
| Accounts receivable | (13,973) | 6,203 |
| Interest receivable | 7,495 | 4,791 |
| Accounts payable and accrued liabilities | (670) | (16,324) |
| Prepaid expenses | 12,303 | 88,246 |
| Harmonized sales tax payable | 2,622 | (8,165) |
| Deferred income | 4,903 | 47,549 |
| | <u>12,680</u> | <u>122,300</u> |
| Cash flow used by operating activities | <u>(244,253)</u> | <u>(79,701)</u> |
| INVESTING ACTIVITY | | |
| Purchase of capital assets | <u>(10,468)</u> | <u>(12,232)</u> |
| DECREASE IN CASH FLOW | (254,721) | (91,933) |
| Cash - beginning of year | <u>416,894</u> | <u>508,827</u> |
| CASH - END OF YEAR | \$ <u>162,173</u> | \$ <u>416,894</u> |
| CASH CONSISTS OF: | | |
| Cash | \$ 110,288 | \$ 128,981 |
| Term deposits | - | 223,363 |
| Restricted cash | <u>51,885</u> | <u>64,550</u> |
| | \$ <u>162,173</u> | \$ <u>416,894</u> |

ONTARIO CYCLING ASSOCIATION INCORPORATED
Notes to Financial Statements
Year Ended December 31, 2025

PURPOSE OF THE ASSOCIATION

Ontario Cycling Association Incorporated (the "Association"), a not-for-profit organization, was incorporated without share capital in 1973 under the laws of the Province of Ontario. The Association is exempt from income taxes under paragraph 149(1)(l) of the Income Tax Act.

The objectives of the Association are:

- a) to encourage and promote competitive cycling and organized cycling events in Ontario;
 - b) to help ensure an accessible, safe, and fair environment for competitive cyclists and organized cycling events;
 - c) to encourage youth and adults to participate in cycling as a sport;
 - d) to establish and regulate cycling championships among its members in Ontario;
 - e) to facilitate development of athletes from the novice to national level;
 - f) to carry on these objectives in affiliation with the Union Cyclist Internationale and the Canadian Cycling Association ("CCA").
-

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Fund Accounting

The Association maintains the following funds:

General Fund

The general fund accounts for the unrestricted contributions and other unrestricted revenue and the cost of most of the activities of the Association including counselling and services fees and rental income.

Capital Asset Fund

The capital asset fund reports the assets and expenses related to the Organization's capital assets.

(continues)

ONTARIO CYCLING ASSOCIATION INCORPORATED
Notes to Financial Statements
Year Ended December 31, 2025

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue recognition

The Association follows the deferral method of accounting for revenues. Restricted contributions including external grants and funding are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Income from membership fees, licenses, event levies, sponsorships and other income is recognized as revenue in the period earned. Government grants are recognized as revenue over the period being funded.

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization. Capital assets are amortized over their estimated useful lives at the following rates and methods:

| | | |
|------------------------|---------|--------------------------|
| Office equipment | 30% | declining balance method |
| Motor vehicles | 30% | declining balance method |
| Computer equipment | 30% | declining balance method |
| Leasehold improvements | 4 years | straight-line method |
| Cycling equipment | 3 years | straight-line method |

The association regularly reviews its capital assets to eliminate obsolete items. Government grants are treated as a reduction of capital assets cost.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Intangible assets

Intangible assets represents the website development costs and are stated at cost or deemed cost less accumulated amortization. The website development costs are being amortized on a straight-line basis over their estimated useful life of three years.

Contributed goods and services

Because of the difficulty of determining their fair value, contributed goods and services are not recognized in these financial statements.

(continues)

ONTARIO CYCLING ASSOCIATION INCORPORATED
Notes to Financial Statements
Year Ended December 31, 2025

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

2. TERM DEPOSITS

Term deposits consisted of a guaranteed investment certificate (GIC) that bore interest at prime less 2.25% and matured on March 25, 2025. Interest receivable of \$7,495 was accrued as at December 31, 2024.

3. CAPITAL ASSETS

| | Cost | Accumulated amortization | 2025 Net book value | 2024 Net book value |
|------------------------|-------------------|-----------------------------|---------------------------|---------------------------|
| Office equipment | \$ 20,581 | \$ 15,374 | \$ 5,207 | \$ 7,438 |
| Computer equipment | 56,708 | 47,702 | 9,006 | 8,047 |
| Leasehold improvements | 3,270 | 3,270 | - | 230 |
| Cycling equipment | 87,582 | 78,634 | 8,948 | 6,601 |
| | \$ 168,141 | \$ 144,980 | \$ 23,161 | \$ 22,316 |

ONTARIO CYCLING ASSOCIATION INCORPORATED
Notes to Financial Statements
Year Ended December 31, 2025

4. DEFERRED REVENUES AND GRANTS

Deferred revenues and grants represent unspent operating funds received in the current period that are related to a subsequent period and consist of the following:

| | 2025 | 2024 |
|--------------------------------|-------------------|-------------|
| Youth Cycling Development Fund | \$ 51,885 | \$ 64,550 |
| Program Fees | 62,388 | 56,652 |
| Grants | 29,730 | 17,593 |
| Event fees | 1,255 | 1,560 |
| | \$ 145,258 | \$ 140,355 |

Restricted cash represents the deferred revenue balance for the Youth Cycling Development Fund.

5. LEASE COMMITMENTS

The association leases premises under a long term lease that expires on September 30, 2027. Under the lease, total future minimum lease payments are as follows:

| | | |
|------|--|------------------|
| 2026 | | \$ 39,708 |
| 2027 | | 30,226 |
| | | \$ 69,934 |

6. FINANCIAL INSTRUMENTS

The association is exposed to various risks through its financial instruments and has a comprehensive risk management framework in place to monitor, evaluate and manage these risks. The following analysis provides information about the association's risk exposure and concentration. There have been no significant change to the nature or concentration of these risks from the prior year, unless otherwise noted.

In the opinion of management, the association is not exposed to significant currency, interest rate, or other price risks arising from its financial instruments.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The association is mainly exposed to credit risk from receivables from its members. The association has a significant number of members which minimizes concentration of credit risk.

(continues)

ONTARIO CYCLING ASSOCIATION INCORPORATED
Notes to Financial Statements
Year Ended December 31, 2025

6. FINANCIAL INSTRUMENTS *(continued)*

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The association is exposed to this risk mainly in respect of its receipt of funds from its members and other related sources, and accounts payable and accrued liabilities.

The association mitigates this risk through projecting its cash flow needs on a short term and long term basis.

6b. Appointment of Auditors for Fiscal Year 2026

Motion AM-26-03: THAT MacNeill Edmundson be appointed Auditor of the Corporation for the year ending December 31, 2026.

MacNeill Edmundson Professional Corporation has served as Ontario Cycling's external auditors and has demonstrated consistent professionalism and expertise in the not-for-profit sport sector.

Section 7: Adjournment & Closing Remarks

Upon completion of the agenda items, the Chair will call for a motion to adjourn the 2026 Annual Meeting.

Ontario Cycling thanks all members, clubs, and stakeholders for their ongoing participation in the governance of our organization. Your engagement strengthens cycling across Ontario.

For questions or follow-up after the meeting, please contact:

Ontario Cycling

Email: annualmeeting@ontariocycling.org

Website: www.ontariocycling.org

Appendix A: 2022-2025 Strategic Plan Post-Mortem



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)

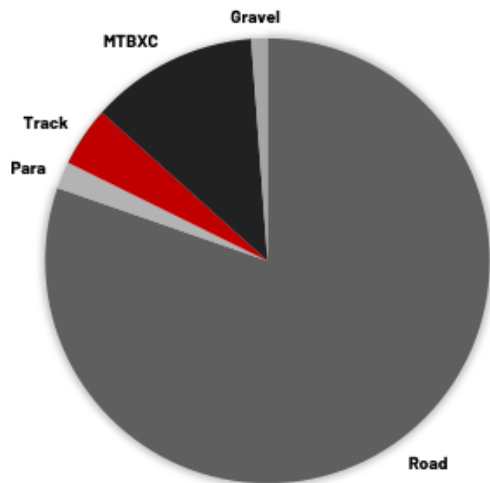
Continuing Work (2026–2030)

- 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

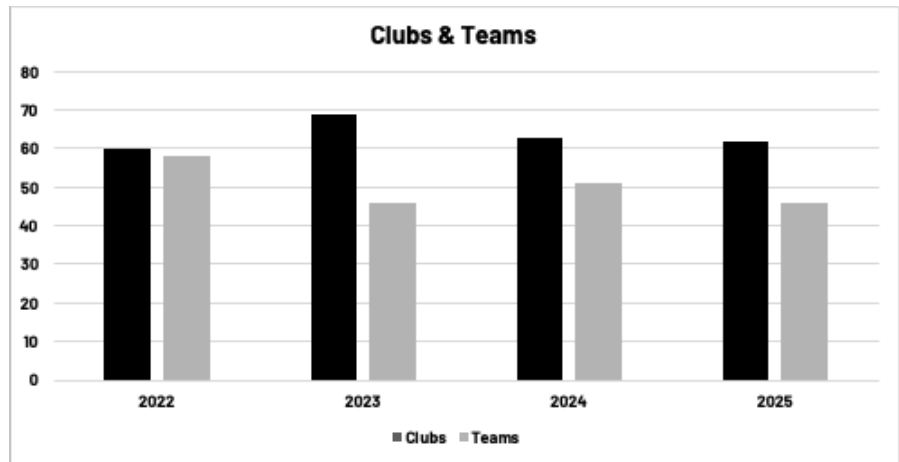
2,373 HopOn Participants

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

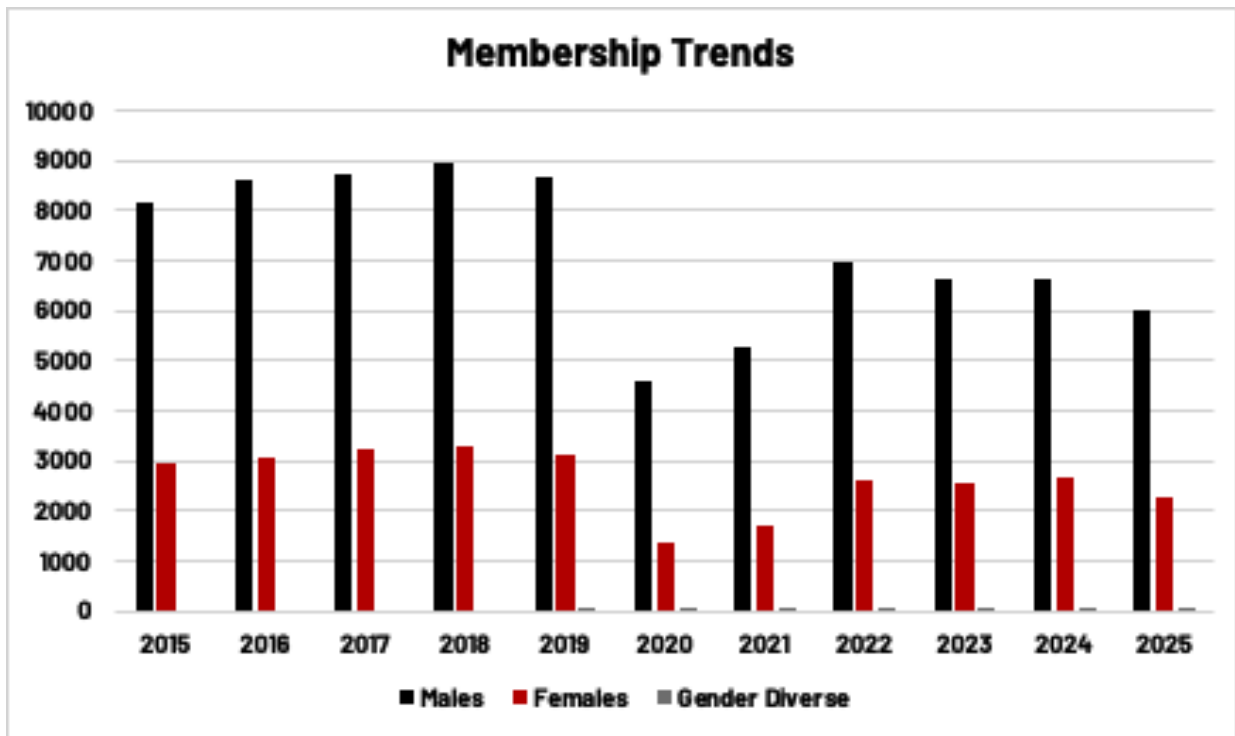
- Maximizing weekend racing for riders competing provincially by offering more race opportunities at each event such as short track, team relay, and road stage races
- Regionalization of events to improve access with 15 new venues/locations
- Re-established a BMX Provincial Championship after almost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

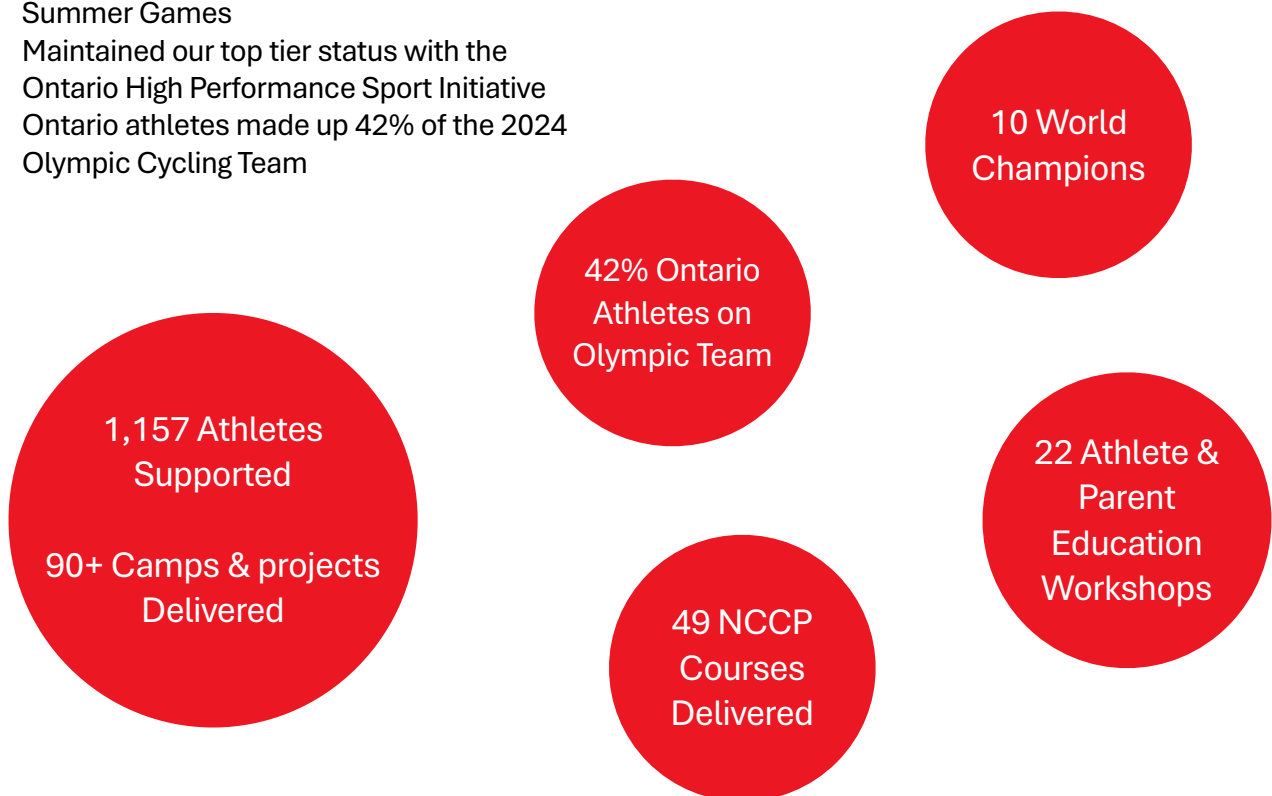
- Supported 1,157 athletes across five disciplines with training programs, camps, coaching, and sport science.
- Delivered 90+ development and performance projects, including Rising Stars provincial camps, HP training hubs and Talent ID initiatives
- Implemented athlete screening, medicals, training 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.



Appendix B: 2026–2030 Strategic Plan



STRATEGIC PLAN



2026 » 2030

OUR VISION

Ontario Cycling inspires the cycling community in Ontario through athlete success and strong community connections.



OUR MISSION

To develop, promote, and lead cycling across Ontario by supporting athletes, clubs, events, and communities to achieve excellence and foster a lifelong love of the sport.



OUR VALUES



1 **Respect:** We treat every person and perspective with fairness and dignity, fostering a culture where all voices are valued.

2 **Collaboration:** We believe success comes through partnerships - with clubs, members, coaches, volunteers, and the broader sport community.

3 **Accountability:** We take responsibility for our actions and decisions, ensuring transparency and trust in all we do.

4 **Inclusivity:** We welcome everyone into the sport, celebrating diversity and creating safe spaces for all to ride, race, and belong.



OUR STRATEGIC FRAMEWORK

Ontario Cycling's Strategic Plan for 2026-2030 is built on three interconnected pillars that together create a strong, sustainable, and inclusive cycling ecosystem - one that advances development, fosters growth, and builds capacity across all levels of participation.

PILLAR 1 

ADVANCING DEVELOPMENT

Building the foundations for participation, performance, and success.

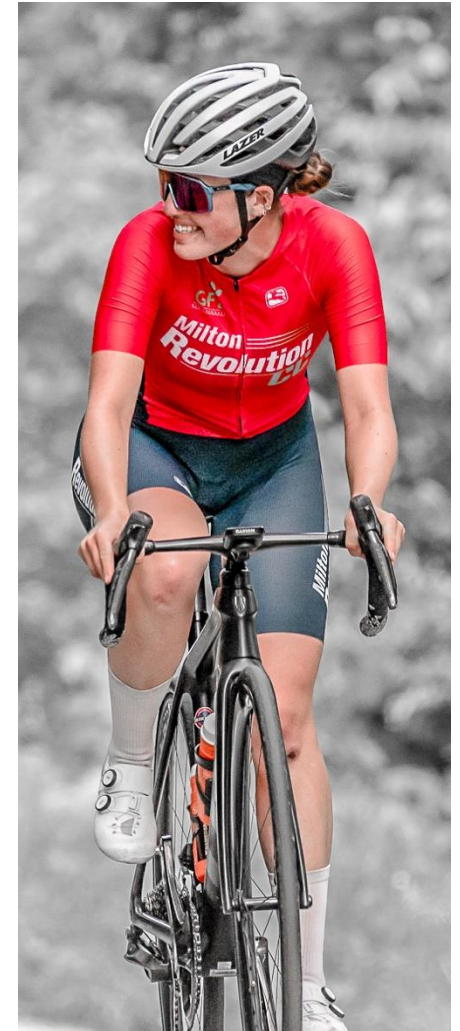
Cycling success begins with strong foundations - safe environments, quality events, and athlete pathways that empower everyone to learn, grow, and perform. This pillar focuses on creating a cohesive system that supports athletes from grassroots to high performance, ensuring every cyclist has access to the tools, training, and opportunities they need to reach their potential.

Key Objectives

- **Foundations of Cycling Success:** Strengthen education, training, and learning pathways for athletes, coaches, and clubs.
- **Quality Events & Growing Participation:** Improve the quality, consistency, and accessibility of sanctioned events across all disciplines.
- **Cultivating Cycling Performance:** Enhance talent identification, sport science integration, and high-performance programming.

2026-2030 Focus

- Conduct province-wide needs assessments and build foundational frameworks.
- Launch the Event Excellence Toolkit and new organizer training programs.
- Expand Rising Stars and Talent ID programs to support next-generation athletes.
- Develop mentorship, parent, and club education resources to embed learning across the system.
- **By 2030:** Consistent learning pathways, stronger event delivery, and a nationally aligned able/para performance system.





PILLAR 2 >>

FOSTERING GROWTH

Strengthening our community and inspiring new generations of cyclists.

Cycling thrives when our community does. This pillar is about deepening connections, among riders, clubs, volunteers, and leaders, and expanding access to the sport for everyone. It's about growing participation through belonging, celebrating leadership, and ensuring that our cycling ecosystem reflects the diversity of Ontario itself.

Key Objectives

- **Building Our Cycling Community:** Grow membership, strengthen value, and increase diversity across all disciplines.
- **Developing Community Leadership:** Empower volunteers, coaches, officials, and women leaders through targeted training and recognition.
- **Fueling the Future:** Expand youth programming and create seamless transitions from recreational cycling to club participation.

2026-2030 Focus

- Refresh membership engagement tools and launch a Member Value Campaign.
- Introduce a Volunteer Leadership Framework and Leadership Academy for club and community leaders.
- Build partnerships with bike shops, and community programs to increase access.
- Develop a Start a Youth Club Toolkit and launch province-wide youth cycling pilots.
- **By 2030:** A connected, diverse, and empowered cycling community supported by strong leadership and a sustainable youth pipeline.

PILLAR 3 

BUILDING CAPACITY

Investing in leadership, innovation, and sustainability for the future.

Ontario Cycling's ability to deliver excellence depends on a strong foundation of governance, partnerships, and innovation. This pillar focuses on building the internal and external capacity required to sustain the sport, through modernized systems, collaborative partnerships, and financial and environmental resilience.

Key Objectives

- **Growing Partnerships, Growing Cycling:** Strengthen relationships with sponsors, government, and sport partners to drive shared value.
- **Modernizing the Cycling Experience:** Use technology and innovation to enhance member experience, improve data insights, and streamline operations.
- **Future Sustainability:** Build organizational resilience through strong governance, financial health, and workforce planning.

2026–2030 Focus

- Review and update financial frameworks, workforce plans, and partnership models.
- Launch a Partner Program and expand shared services across the sport system.
- Introduce new digital tools to enhance member experiences.
- Implement succession strategies and governance modernization initiatives.
- **By 2030:** A financially sustainable, digitally connected, and future-ready organization with recognized leadership in sport innovation.





OUR COMMITTMENT

We are building a cycling community that is safe, inclusive, and future-focused. Through collaboration, innovation, and accountability, Ontario Cycling is working to ensure every person— whether an athlete, volunteer, coach, or fan — can find their place and purpose in our sport.

This plan is not just about what we will do — it's about how we will do it: with respect, with partnership, and with a shared vision of making cycling in Ontario stronger than ever.



4 Year Implementation Plan

Pillar 1 – Advancing Development

| Objective | 2030 Target | 2026 (Research & Staff-Led Focus) | 2027 | 2028 | 2029 | By 2030, Success Will Look Like... |
|--|--|---|---|---|--|---|
| Foundations of Cycling Success | 800 youth athletes engaged; 40% of members accessing learning tools. | Conduct member & club needs assessment; inventory existing resources; draft education framework (no delivery yet). | Launch 6 training opportunities; publish pathway map; release foundational resources. | Expand resources to clubs; create parent toolkit; 5 clubs adopt curriculum. | Launch mentorship & life-skills workshops; integrate across Rising Stars; publish annual education report. | Education embedded across all programs; consistent learning pathways province-wide. |
| Quality Events, Growing Participation | +15% sanctioned events; 80% satisfaction. | Conduct organizer consultation; research toolkit framework; update sanctioning survey; identify gaps in event delivery and support. | Publish Event Excellence Toolkit; hold organizer Basecamps; recruit 2 BMX Level C commissaires. | Deliver organizer training; host national event; pilot 2 youth events; add 1 BMX commissaire. | Mandate toolkit use; introduce event incentives; host organizer forum; achieve 80% retention. | Consistent, high-quality events led by trained organizers. |
| Cultivating Cycling Performance | Ontario athletes = 40% of Canada's WC teams. | Review performance programs; analyze sport science service gaps; host 1 Rising Stars camp; develop Talent ID framework. | Deliver Talent ID & Para programs; 6 Rising Stars camps; integrate sport science protocols. | Expand Talent ID & Academy model; hire sport science lead; host 2 new camps. | Support international race projects; sustain academies; align para pathway. | Comprehensive able/para pathway aligned nationally. |



4 Year Implementation Plan

Pillar 2 – Fostering Growth

| Objective | 2030 Target | 2026 (Research & Staff-Led Focus) | 2027 | 2028 | 2029 | By 2030, Success Will Look Like... |
|--|--|--|---|--|--|---|
| Building Our Cycling Community | 10,000 members; retention ≥80%; diversity +10%. | Conduct member experience & value analysis; refresh member survey tools; create communications plan for 2027 launch. | Launch membership value campaign; secure 5 benefit partners. | Expand toolkits & digital resources; strengthen bike shop/club partnerships. | Run targeted inclusion campaigns (youth, women, para, rec). | A connected, diverse membership community informed by data. |
| Developing Community Leadership | +30% volunteers; +25% women in leadership; 3 BMX Level C commissaires. | Review volunteer pipeline; identify barriers; research training models; begin drafting volunteer leadership framework. | Design & pilot leadership training; launch commissaire recruitment. | Deliver first cohort; launch women-in-leadership campaign. | Launch Leadership Academy & club governance training; implement recognition program. | Skilled, diverse leadership base across the province. |
| Fueling the Future | Double youth program network; 15% | Assess youth programming gaps; consult with NICA, IMBA, BMX; draft "Start a Youth Club" toolkit (no launch). | Release toolkit; formalize partnerships; initiate youth program pilots. | Launch recruitment drive; measure transition rates. | Publish Youth Network Impact Report; sustain programs. | Sustainable youth pipeline doubling participation from 2025 baseline. |



4 Year Implementation Plan

Pillar 3 – Building Capacity

| Objective | 2030 Target | 2026 (Research & Staff-Led Focus) | 2027 | 2028 | 2029 | By 2030, Success Will Look Like... |
|--|--|---|---|---|--|---|
| Foundations of Cycling Success | 800 youth athletes engaged; 40% of members accessing learning tools. | Conduct member & club needs assessment; inventory existing resources; draft education framework (no delivery yet). | Launch 6 training opportunities; publish pathway map; release foundational resources. | Expand resources to clubs; create parent toolkit; 5 clubs adopt curriculum. | Launch mentorship & life-skills workshops; integrate across Rising Stars; publish annual education report. | Education embedded across all programs; consistent learning pathways province-wide. |
| Quality Events, Growing Participation | +15% sanctioned events; 80% satisfaction. | Conduct organizer consultation; research toolkit framework; update sanctioning survey; identify gaps in event delivery and support. | Publish Event Excellence Toolkit; hold organizer Basecamps; recruit 2 BMX Level C commissaires. | Deliver organizer training; host national event; pilot 2 youth events; add 1 BMX commissaire. | Mandate toolkit use; introduce event incentives; host organizer forum; achieve 80% retention. | Consistent, high-quality events led by trained organizers. |
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JOIN US ON THE JOURNEY

Whether you're a lifelong racer, a weekend rider, a club leader, or a new partner - your participation matters.

Together, we're advancing development, fostering growth, and building the capacity to shape the future of cycling in Ontario.

Visit ontariocycling.org to explore the plan, discover new initiatives, and learn how you can get involved.



Ontario Cycling High Performance Management Plan 2026- 2030



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Introduction

As the recognized Provincial/Territorial Sport Organization (PTSO) for Mountain Bike, Track Cycling, Road Racing, BMX Race, BMX Freestyle, and Para-Cycling, Ontario Cycling (OC) provides structured athlete development and high-performance programming with the overall goal of placing Ontario athletes on Olympic, Paralympic, and World Championship podiums. To achieve this, OC has created a High-Performance pathway and plan in alignment with Cycling Canada and in conjunction with clubs and race teams to guide programming, investment, and provide direction for athlete development in Ontario.

Given the geographic size and capacity challenges, Ontario recognizes there are different athlete development pathways leading to Team Canada representation. As a result, this plan supports both centralized and decentralized OC-lead programming, and club/personal coach training environments. It must be recognized that there is a finite resource available and to maximize the return on investment OC will be responsible for identifying athletes demonstrating the highest potential for international success and programs with the greatest return on investment. These decisions will be based on established best practices and in alignment with Cycling Canada gold medal profiles, podium pathways, and other established metrics.

High-Performance Mission

To create a world-class development system that advances Ontario cyclists to the highest levels of performance—while fostering character, leadership, and lifelong excellence on and off the bike.

High-Performance Vision

Ontario is driving cycling excellence—cultivating the next generation of cycling talent and leading Canada in national team representation and international performance.

Guiding Principles

- **Athlete-Centred:** Decision-making is focused on the best interests of developing athletes in the Train to Train - Learn to Win stages of Long-Term Development.
- **Alignment:** Ensuring programs align with Cycling Canada and foster the progress of athletes along the high-performance pathway.
- **Efficiency:** Avoiding program overlap and invest in projects/services which address system gaps and have the greatest potential return on investment.
- **Positive Environments:** Creating and maintain high-quality, positive and safe training environments for all athletes, coaches, and support staff.
- **Capacity Growth:** Increasing system capacity by supporting the development of Ontario's technical leaders and coaches.

2021-2025 Highlights Relating to Overall Vision

- 7 Junior World Championship Titles [5 – Track, 1 – MTB, 1-CX]
- 15 Junior World Championship Medals [11 -Track, 2 – MTB, 2- CX]
- 3 U23 World Championship Titles [3-MTB]; 5 U23 World Championship Medals [5-MTB]
- 1 Elite World Champion [Track]; 4 Elite World Championship Medals [3-Track, 1-MTB]
- 2 Para-Cycling World Championship Titles
- 5 Para-Cycling World Championship Medals
- 10 Gold Medals 2023 Pan Am Games
- 48% of 2024 Olympic Team from Ontario [6-Track, 2-MTB, 2-Road]

Landscape Changes, System Gaps and General Findings

- Younger athletes are having more success internationally (younger world champions)
- U19 athletes are increasingly recruited to trade teams (domestic/international)
- Earlier focus needed on skills acquisition (i.e. MTB) before focus on going fast
- Athlete competition schedules need to balance general race experience, performance focused races, and high-level exposure opportunities
- More track race experience required at U17/U19 (limited North American opportunities)
- Athletes need to learn to train more effectively (i.e. appropriate zones) to improve overall fitness – younger athletes needing more endurance training and less intensity to build the engine
- BMX requires earlier programming to create more structured training approach and develop effective training habits
- Athletes are lacking road tactics and strategies and acquiring them at later stages when they need to be executing
- Athletes are excelling in off-bike skills (S+C, nutrition) important to maintain education
- Para-cycling athlete pool primarily in recreational/competitive for life stages – need for recruitment of younger competitive focused athletes and increased programing
- Significant cost increases while funding levels unchanged over past 10 years+

Key Changes to Previous Programming and New Priorities

- Increasing programming at younger ages to better prepare athletes for the training required in the high-performance pathway
- Prioritizing investment in sport science services to ensure optimal athlete physical and mental health
- Designing and supporting multi-discipline and cross-over cycling opportunities for identified athletes.
- Establishing additional formalized high performance training programs/groups (centralized and decentralized)
- Implementing opportunities for retaining and developing female athletes
- Increasing investment in recruitment efforts for para-cyclists with interest/potential to compete at international level
- Establishing talent identification programs to increase talent pool across all disciplines

Ontario Cycling High Performance Programming

The Ontario high performance pathway will vary somewhat by cycling discipline but will follow a similar progression with opportunities for a variety of athlete entry-points. Primary programming is focused on athletes aged 13-19 (para excepted) in the following categories:

Rising Stars Programming [Ages 13-16]

Programming designed to prepare athletes for their entry into Ontario high performance programs/camps and effectively learn how to train like an athlete. Focus is placed on developing stage and discipline specific skills and tactics as well as off-bike knowledge (nutrition, goal setting, cooking, hydration, race/training preparation).

Performance Programming [Ages 15-19]

Programming for identified athletes to enhance their training through creation of high-quality training environments, technical experts, and sport science integration. Focus is on preparing athletes to qualify and compete at a World Championship level by providing opportunities that reflect the demands of international-level competition, alignment with training demands of high-level athletes, and integration of sport science services.

Provincial Athlete Development Process

Ontario’s plan for athlete development will utilize the following process:

1. Talent Identification/Talent Transfer



Identification of athletes achieving high-level performance results and/or demonstrating physiological/mental/behavioural metrics consistent with potential for international cycling success.

2. Development/Investment

Support and provide **quality training environments, holistic athlete education, athlete health and wellness initiatives** and **sport science services**, informed by data driven individual athlete assessment and planning.

3. Performance

Facilitate opportunities for athletes to demonstrate their progression, through performances in **high-level competition** with a focus on World Championship qualification and international exposure events.

|  ONTARIO CYCLING HIGH PERFORMANCE PATHWAY | | | | |
|---|---|--|---|-------------------------|
| Estimated Age (Varies By Sport, Not Applicable to Para-Cycling) | | | | |
| Ages 13 - 15 | Ages 16 -19 | Ages 20 - 22 | Ages 19+ | |
| PROVINCIAL DEVELOPMENT POOL | PROVINCIAL PERFORMANCE POOL | NATIONAL TRANSITION POOL | NATIONAL POOL | NATIONAL PODIUM PROGRAM |
| <ul style="list-style-type: none"> Provincial Podium Results Podium U17 National Events International Competition Exposure | <ul style="list-style-type: none"> Top 5 U19 National Level Events International Competition Results Junior World Championships | <ul style="list-style-type: none"> Podium U23/Senior National Championships Team Canada Representation at Major Events Performance Results at High Level International Events | <ul style="list-style-type: none"> Podium World Cups/UCI Races Top 5 World Championships Selection to Major Games (Olympic/Paralympic) | |
|  ANNUAL TRAINING HOURS | | | 600 → 700 → 800 | 850+ |
| <ul style="list-style-type: none"> Coach Prescribing/monitoring training Multiple Sport Participation Focus on Development Over Performance Provincial Rising Stars Camps | <ul style="list-style-type: none"> Clear YTP in Place Performance Plan w/ key targets Implement off-bike training Establishing HP Habits Multiple Cycling Sport Involvement Provincial skills camps | <ul style="list-style-type: none"> Optimal year-round DTE planned Integration of Sport Science Services Race/Trade Team in Place Transition to Being Primarily a Full-Time Athlete Mental Performance Planning in Place | <ul style="list-style-type: none"> Training/Competing with Race/Trade Team Dedicated Training and focus Towards Major Events/Games | |

The Plan

The following outlines the strategic priorities for 2026–2030 that will support our vision: *Ontario as a leader in cycling excellence—developing the next generation of talent and driving national team representation and international success.*

These strategies and associated KPIs were developed through extensive consultation with coaches, athletes, and technical experts across Ontario, as well as with Cycling Canada and the Canadian Sport Institute Ontario.

Aligned with our core values, this plan will be implemented using an athlete-centred approach, with a focus on operational efficiency and maximizing return on investment. Key implementation actions include:

- Conducting annual reviews of the athlete pool and talent cohorts to ensure targeted investment in individuals and disciplines with the highest potential.
- Identifying areas of duplication and collaborating with clubs and teams to optimize the use of shared resources.
- Assessing athlete and system gaps and directing resources toward programming that addresses these needs.
- Defining the scope and priorities of provincial programming and establishing clear operational parameters.

Talent Identification & Talent Transfer

Goal: To identify, recruit, and transition high-potential cycling athletes into performance programming using nationally aligned metrics, assessment opportunities, and multi-discipline exposure.

| Phase | Strategies | Outcomes | Key Performance Indicators (KPIs) |
|--------------------|--|--|---|
| Recruitment | <ul style="list-style-type: none"> • Maintain a “Targeted Athlete Pool” using results/metrics/characteristics aligned with Cycling Canada and reflective of high-performance potential • Establish an outreach and talent recruitment program for existing cycling programs • Host assessment camps for collecting data year over year and building databases • Expand para-cycling equipment rental program | Ontario’s talent pool increases year over year | <ul style="list-style-type: none"> • Min. 25 athletes identified for Targeted Athlete Pool annually • 2 Recruitment Camps hosted annually • 50 Athletes attend assessment camps annually • 10 new para-cyclists involved in programming |
| Transition | <ul style="list-style-type: none"> • Introduce aspiring athletes to high quality structured training through development camps and programs • Create opportunities for developing athlete exposure to Team Ontario/HP programs/camps | Athletes have the information and exposure opportunities | <ul style="list-style-type: none"> • 6 Rising Star camps hosted annually • 100 athletes attend Rising Star camps annually |

| Phase | Strategies | Outcomes | Key Performance Indicators (KPIs) |
|-----------------|--|---|--|
| | <ul style="list-style-type: none"> • Continue to build/update athlete pathway documents | to enter the high-performance pathway | <ul style="list-style-type: none"> • Provincial Athlete Pathways created for all disciplines |
| Transfer | <ul style="list-style-type: none"> • Provide support and program alignment for established talent transfer programs (i.e. RBC Training Ground) • Create cross-discipline and multi-discipline opportunities for current cyclists including para-cyclists • Utilize athlete physiological testing to inform potential in other cycling disciplines | Athletes identified to fast-track into high performance projects and programs | <ul style="list-style-type: none"> • 2 Cross-discipline exposure opportunities held annually • 50% of Targeted Athlete pool compete at more than 1 cycling national championship |

High Performance Training Environment

Goal: To foster optimal training by providing coach and technical expertise, designing environments that replicate the demands of the sport, maximizing multi-discipline participation, and aligning efforts with strategic partners.

| Key Areas | Expanded Strategies to Achieve Outcomes | Outcomes | KPIs |
|---|---|--|---|
| <p>Establishing Academy Programs</p> | <ul style="list-style-type: none"> • Increase “academy” style programming to provides structured progression-based training • Design training that replicates race-day conditions and sport-specific demands (terrain, intensity, duration) • Integrate sport science support (nutrition, mental performance, strength & conditioning) • Implement a rigorous athlete selection process based on performance metrics and training consistency | <p>Athletes have access to high-level structured DTEs led by quality coaches and training with best vs. best teammates</p> | <ul style="list-style-type: none"> • Two new academy-style programs established • 80% of academy athletes report program meets/exceeds needs • 5+ academy athletes selected to represent Canada annually |

| Key Areas | Expanded Strategies to Achieve Outcomes | Outcomes | KPIs |
|--------------------------------------|--|--|--|
| Quality Skills Camps/Projects | <ul style="list-style-type: none"> • Develop camp curriculums aligned with sport-specific skill progression and seasonal training phases • Engage multidisciplinary coaching teams to deliver technical and tactical sessions • Schedule camps to complement athletes' annual training plans and peak periods • Design camps to serve multiple disciplines (e.g., MTB, Road, CX) for cross-training benefits | <p>Athletes have access to best-in-class endurance and skills development opportunities to enhance and optimize their personal training plan</p> | <ul style="list-style-type: none"> • 90% of Target Athlete Pool access OC camps/projects • 90% of athletes report camps meet/exceed training needs • Minimum 3 disciplines represented at Warm-Weather Endurance Camp |
| Strengthen Clubs/Teams | <ul style="list-style-type: none"> • Launch Performance Partners Program to formalize collaboration with clubs focused on athlete development • Provide structured coach mentorship including shadowing, workshops, and feedback sessions • Co-develop athlete annual training plans with club coaches to ensure | <p>Performance-focused clubs offer enhanced athlete programming and operate in alignment with Ontario Cycling</p> | <ul style="list-style-type: none"> • Formal Performance Partners Program launched • 3 Club/Team Development workshops hosted annually • 3 Club/Team coaches involved in OC camps/projects annually |

| Key Areas | Expanded Strategies to Achieve Outcomes | Outcomes | KPIs |
|-----------|---|----------|------|
| | alignment with OC standards and goals | | |

Sport Science & Sport Medicine

Goal: To improve athlete performance and well-being by providing physiological testing, health/wellness assessments, and sport science education tailored to the needs of targeted athletes and their support networks.

| Category | Strategies | Outcome | KPIs |
|------------------------------|---|---|--|
| Health & Wellness | <ul style="list-style-type: none"> • Providing baseline health assessments to targeted athletes • Implementing a Mental Health Emergency Action Plan for all programs and projects • Providing access to nutritionist, mental performance consultant, and sport medical services for targeted athletes | Athletes' injuries and illness decrease along with greater retention in the sport | <ul style="list-style-type: none"> • 80% of Targeted Athletes complete a health assessment • Implementation of Mental Health Emergency Action Plan • 80% of Targeted Athletes indicate OC had services in place to address issues |

| Category | Strategies | Outcome | KPIs |
|--------------------|---|---|--|
| Performance | <ul style="list-style-type: none"> • Provide Targeted Athletes with physiological testing to track key metrics, create training zones, & establish nutritional needs • Integrate Strength Training into all Academy programming | Athletes have more informed and complete training plan | <ul style="list-style-type: none"> • 80% of Targeted Athletes complete physiological testing and receive information report • 90% of coaches indicate the testing was valuable to help inform their training plans • Min. of 20 athletes annually are supported by an S+C plan and mentorship |
| Education | <ul style="list-style-type: none"> • Establish a repeatable curriculum of workshops as a basis for Targeted Athletes • Provide opportunities for hands on/practical application of soft skills (cooking, shopping, goal setting, organization) • Provide parents/guardians with education to support their athlete | Athletes have off-bike knowledge and skills required to travel, train and compete like a world-class bike racer | <ul style="list-style-type: none"> • Standardized athlete training integrated into Targeted Athlete Program and all Academy Programs • Coaches indicate a min 80% of athletes on performance camps have “proficient” off-bikes skills • Min. 20 ppl attend parent/guardian education workshops annually |

Coach and Technical Leader Development

Goal: To build a diverse and skilled coaching community by expanding development pathways, promoting opportunities, and fostering mentorship and professional growth.

| Category | Strategies | Outcome | KPIs |
|--------------------|---|---|--|
| Recruitment | <ul style="list-style-type: none"> • Create athlete to coach program/opportunities • Promote club/team coaching opportunities for mentorship and development • Host female coach recruitment initiatives | Increased pool of coaches with greater diversity and improved gender equity | <ul style="list-style-type: none"> • 5% increase in coaches as per OC membership • 5 new paracycling coaches • 10 female coaches involved in Ontario Performance programming |
| Education | <ul style="list-style-type: none"> • Create/promote NCCP Pathway information • Create coach fast-track certification programs • Host coach & technical leader professional development opportunities on current trends & issues | Ontario coaches have formal training and are up to date on best practices | <ul style="list-style-type: none"> • 5 new NCCP Intro to Comp Certified coaches annually • 2 new NCCP Performance Comp Certified annually • 30 Coaches attend PD workshops |
| Experience | <ul style="list-style-type: none"> • Create/promote mentorship opportunities for involvement in OC programs/camps/projects • Support coach involvement with national team or other international-level projects • Prioritize opportunities for underrepresented coaches in cycling | Ontario has best in class coach and technical leadership capacity | <ul style="list-style-type: none"> • 5 female coaches involved with OC programming annually • 1 new coach involved with paracycling programming • Mentorship program launched |

Competition Development

Goal: To ensure athletes gain stage-appropriate competition experience and have the support to maximize development, opportunities for success, and exposure to international race fields.

| Category | Strategies | Outcome | KPIs |
|--------------------|--|--|--|
| Development | <ul style="list-style-type: none"> • Provide support to coaches in planning athlete competition schedule • Facilitate opportunities for cross-discipline race experience for Targeted Athletes | Athletes have purpose-built race schedule and utilize race opportunities to improve tactics and strategies | <ul style="list-style-type: none"> • 70% of targeted athletes compete at two (2) different discipline races (at national-level or higher) |
| Performance | <ul style="list-style-type: none"> • Facilitate race-projects to address competition gaps for Targeted Athletes • Support athletes and coaches' planning/preparation of U19 World Championship qualification | Ontario represents more athletes on U19 World Championship than any other province | <ul style="list-style-type: none"> • Ontario represents 40% of U19 World Championship athletes • 12 U19 Targeted Athletes participate in Team Canada project |

| Category | Strategies | Outcome | KPIs |
|-----------------|--|--|--|
| Exposure | <ul style="list-style-type: none"> Facilitate/support Targeted Athlete international competition opportunities Leverage domestic high level race opportunities | Targeted Athletes have experience racing at international level competitions | <ul style="list-style-type: none"> 75% of Provincial Performance Pool athletes have international race experience |

Safe Sport & Governance

Goal: To ensure programming prioritizes athlete and coach safety, ethical behaviour, and transparent processes, while being proactive in identifying and mitigating risks.

| Category | Strategies | Outcome | KPIs |
|-------------------|---|--|--|
| Safe Sport | <ul style="list-style-type: none"> Continue requiring all coaches/staff complete NCCP Safe Sport training & Rule of Two module Create “How does OC ensure safe sport at its programming” infographic Create infographic for athletes to know how to access | Recognized as a leader in implementation of Safe Sport practices with no incidents or complaints | <ul style="list-style-type: none"> 100% of camp/project staff complete background check 100% of academy & Team Ontario athletes complete safe sport training One (1) Parent/club safe sport education workshop/training hosted annually |

| Category | Strategies | Outcome | KPIs |
|-------------------------------|--|---|--|
| | reporting/help services and put forward complaints | | |
| Camp/Project Safety | <ul style="list-style-type: none"> • Emergency Action Plans in place for all camps/projects • Camp/Project Risks included as part of athlete & parent communications • Implement Mental Health Emergency Action Plan into all programming | Camps/projects recognized by athletes, parents and coaches for their safety practices | <ul style="list-style-type: none"> • 90% of feedback surveys indicate athletes felt safe throughout the project • OC Camp/Project Guidelines reviewed and updated annually |
| Training and Education | <ul style="list-style-type: none"> • Provide subsidies or host First Aid training for project coaches/staff • Require provincial coach PD plans to include one safety related initiatives • Project staff meeting to review safety plans held prior to all multi-day destination projects | Ontario coaches and project staff have best in class training to ensure optimal safe execution of programming | <ul style="list-style-type: none"> • Provincial Coaches complete 1 safety related training/workshop annually • 90% of Coach Reports indicate project staff had appropriate safety related training |
| Governance | <ul style="list-style-type: none"> • Engage Athlete Council in review of safe sport best practices annually | Athlete selections are conducted in an equitable, clear, and transparent | <ul style="list-style-type: none"> • Team Ontario Selection Criteria are posted minimum 4 weeks prior to application deadline |

| Category | Strategies | Outcome | KPIs |
|----------|---|---|--|
| | <ul style="list-style-type: none"> • Ensure geographic representation on OC High Performance Committee • OC maintains athlete representative position on its Board of Directors | <p>process with less than 2 (two) formal appeals annually</p> | <ul style="list-style-type: none"> • High Performance Committee reviews and approves all Team Ontario selection criteria • All decisions/selections of the High-Performance Committee are posted on OC website |

Responsibility Chart for Key HPMP Strategies (2026–2030)

| Strategic Area | Key Strategies | Sport Performance Director | Para-cycling Lead & Performance Program Coordinator | Provincial Coaches | Sport Science Practitioner |
|---------------------------------------|---|---|---|---|--|
| Talent Identification & Transfer | Recruitment & assessment camps, para-cycling equipment, pathway docs | <ul style="list-style-type: none"> • Oversight & alignment | <ul style="list-style-type: none"> • Logistics & tracking • Para equipment management | <ul style="list-style-type: none"> • Camp delivery | <ul style="list-style-type: none"> • Data collection |
| | Cross-discipline exposure, physiological testing | <ul style="list-style-type: none"> • Strategy & partnerships | <ul style="list-style-type: none"> • Scheduling & reporting | <ul style="list-style-type: none"> • Athlete support | <ul style="list-style-type: none"> • Testing & analysis |
| High Performance Training Environment | Academy programs, coach recruitment, sport science integration | <ul style="list-style-type: none"> • Program design | <ul style="list-style-type: none"> • Program coordination | <ul style="list-style-type: none"> • Coach leadership | <ul style="list-style-type: none"> • Service integration |
| | Skills camps, multi-discipline training | <ul style="list-style-type: none"> • Planning & evaluation | <ul style="list-style-type: none"> • Camp logistics & feedback | <ul style="list-style-type: none"> • Camp execution | <ul style="list-style-type: none"> • Support services |
| | Club/team strengthening, mentorship | <ul style="list-style-type: none"> • Partnership development | <ul style="list-style-type: none"> • Communication & documentation | <ul style="list-style-type: none"> • Coach mentorship | <ul style="list-style-type: none"> • Education & workshop delivery |
| Sport Science & Medicine | Health assessments, mental health plan, nutrition & mental performance access | <ul style="list-style-type: none"> • Resource allocation | <ul style="list-style-type: none"> • Athlete scheduling & follow-up | <ul style="list-style-type: none"> • On-going communication, support & athlete follow-up | <ul style="list-style-type: none"> • Full implementation |
| | Physiological testing, strength training, education workshops | <ul style="list-style-type: none"> • Strategic oversight and resource allocation | <ul style="list-style-type: none"> • Workshop coordination | <ul style="list-style-type: none"> • Camp/project schedule integration | <ul style="list-style-type: none"> • Testing & delivery |
| Coach & Technical Leader Development | Recruitment, NCCP pathway, fast-track certification, mentorship | <ul style="list-style-type: none"> • Program creation | <ul style="list-style-type: none"> • Admin & tracking support • Coach Conference | <ul style="list-style-type: none"> • Workshop delivery | <ul style="list-style-type: none"> • Education, recommendations and support |
| | Underrepresented coach support | <ul style="list-style-type: none"> • Inclusion strategy | <ul style="list-style-type: none"> • Para-coach development | <ul style="list-style-type: none"> • Mentorship | <ul style="list-style-type: none"> • Education & support |
| Competition Development | Race planning, cross-discipline experience, international exposure | <ul style="list-style-type: none"> • Project selection and budget allocation | <ul style="list-style-type: none"> • Coordination travel & logistics | <ul style="list-style-type: none"> • Athlete scheduling | <ul style="list-style-type: none"> • Performance tracking |
| Safe Sport & Governance | Police checks, safe sport polices/education, project guidelines, staff training, governance practices | <ul style="list-style-type: none"> • Policy/guidelines updating, training recommendations, selection process | <ul style="list-style-type: none"> • Implementation and coordination of adherence | <ul style="list-style-type: none"> • Adherence to polices and recommendations | <ul style="list-style-type: none"> • Adherence to polices |

Implementation Plan & Review/Reporting Schedule [updated annually]

| Year 1 – Implementation Plan | | | |
|---------------------------------------|---|--|-----------------|
| Pillar | Key Initiatives | Targets | Timeline |
| Talent Identification & Transfer | Establish Talent ID protocols and implementation plan | Host 2 Talent ID Camps (MTB) Host 1 Para Talent/Recruitment initiatives 50 Athletes participate in assessments | October 2026 |
| High Performance Training Environment | Pilot Women’s U19 Road Academy Program Establish perimeters for Performance Partners Program | 3 Athletes selected to U19 Road World Championships Pilot program implemented | August 2026 |
| Sport Science & Medicine | Establish updated testing protocols for Targeted Athletes | Testing protocols document created 25 Targeted Athletes complete physiological testing | February 2027 |
| Coach & Technical Leader Development | Create athlete-to-coach transition program | 10 Current/former HP athletes complete initial coach certification | March 2027 |
| Competition Development | Support Team Ontario initiative to a domestic international level competition | 15 Targeted Athletes compete at an international level competition | September 2026 |
| Safe Sport & Governance | Provide coaches with Emergency Health Action Plan training | 10 Coaches involved in Team Ontario programming attend training workshop | May 2026 |

| Year 1 – Reporting Schedule | | | |
|------------------------------------|------------------------------|-------------------------|-----------------|
| Review | Progress Report | Accountabilities | Timeline |
| Q1 Report | Department/Budget Report | CEO | April 2026 |
| Q2 Report | Depart/Budget Report | CEO | July 2026 |
| OHPSI Mid-Term Report | Status Update Report/Meeting | CSIO | September 2026 |
| Q3 Report | Department/Budget Report | CEO | September 2026 |
| Q4 Report | Department/Budget Report | CEO | December 2026 |
| Year 1 Report | Evaluation/Progress Report | HP Committee/CEO | January 2027 |

| Year 2 – Implementation Plan | | | |
|---------------------------------------|---|--|-----------------|
| Pillar | Key Initiatives | Targets | Timeline |
| Talent Identification & Transfer | Obtain additional para-cycling equipment for rental program | 3 additional handcycles acquired | October 2027 |
| | Host cross-discipline exposure camp for Targeted Athletes | 10 Targeted Athletes participate in training in a new cycling discipline | December 2027 |
| High Performance Training Environment | Pilot regional Rising Stars program for Northern Region | 10 Athletes selected and participate in pilot program | September 2027 |
| Sport Science & Medicine | Hire full-time Sport Science Lead | All performance athlete camps include Sport Science support on-site | May 2027 |
| Coach & Technical Leader Development | Contract Provincial Assistant/Mentee Coaches | 3 Coaches receiving on-going mentorship from Provincial Coaches | April 2027 |
| Competition Development | Support an international Team Ontario race project | 20 Targeted Athletes gain international travel/competition experience | September 2027 |
| Safe Sport & Governance | Conduct program/project risk management and safety audit | Recommendation report completed for improving safety | December 2027 |

| | | and well-being of athletes/coaches in programming | |
|-----------------------------|------------------------------|---|----------------|
| Year 2 – Reporting Schedule | | | |
| Review | Progress Report | Accountabilities | Timeline |
| Q1 Report | Department/Budget Report | CEO | April 2027 |
| Q2 Report | Depart/Budget Report | CEO | July 2027 |
| OHPSI Mid-Term Report | Status Update Report/Meeting | CSIO | September 2027 |
| Q3 Report | Department/Budget Report | CEO | September 2027 |
| Q4 Report | Department/Budget Report | CEO | December 2027 |
| Year 1 Report | Evaluation/Progress Report | HP Committee/CEO | January 2028 |

| Year 3 – Implementation Plan | | | |
|---------------------------------------|--|--|--------------|
| Pillar | Key Initiatives | Targets | Timeline |
| Talent Identification & Transfer | Expand talent identification camps | 3 Assessment Camps hosted 60 Athletes attend assessment camps | October 2028 |
| High Performance Training Environment | Expand endurance training camp opportunities | Host 2 (two) endurance camps to increase athlete base miles | October 2028 |
| Sport Science & Medicine | Expand physiological testing into all Academy programs | 35 Athletes complete physiological testing | January 2029 |
| Coach & Technical Leader Development | Establish/host coach sport science education series | 10 Coaches of identified athletes complete series | March 2029 |
| Competition Development | Host a development race project for U17 athletes | 6 Targeted Development Pool athletes gain high level race experience | August 2028 |
| Safe Sport & Governance | Host Safe Sport workshop series | 30 Coaches attend workshop series | March 2028 |
| Year 3 – Reporting Schedule | | | |
| Review | Progress Report | Accountabilities | Timeline |

| | | | |
|------------------------|------------------------------|------------------|----------------|
| Q1 Report | Department/Budget Report | CEO | April 2028 |
| Q2 Report | Depart/Budget Report | CEO | July 2028 |
| OHP SI Mid-Term Report | Status Update Report/Meeting | CSIO | September 2028 |
| Q3 Report | Department/Budget Report | CEO | September 2028 |
| Q4 Report | Department/Budget Report | CEO | December 2028 |
| Year 1 Report | Evaluation/Progress Report | HP Committee/CEO | January 2029 |

| Year 4 – Implementation Plan | | | |
|---------------------------------------|---|---|-----------------|
| Pillar | Key Initiatives | Targets | Timeline |
| Talent Identification & Transfer | Host multi-discipline exposure camp for identified athletes | 10 Rising Star identified athletes attend | December 2029 |
| High Performance Training Environment | Contract technical skills experts to deliver workshops to performance focused clubs/camps | 50 Athletes work with technical skills expert | December 2029 |
| Sport Science & Medicine | Invest in bike fit training for provincial coaches | 2 Coaches complete bike fit training to support targeted athletes | March 2030 |
| Coach & Technical Leader Development | Host Performance-Competition Development Fast-Track Program | 5 Coach obtain Performance Competition Development Certification | December 2029 |
| Competition Development | Support road race project series for targeted developing athletes in preparation for Canada Games | Canada Games Team attends 2 race projects in preparation for Canada Games | July 2029 |
| Safe Sport & Governance | Conduct governance review of sport performance policies in practices as part of Ontario Cycling 2031 Strategic Planning | HP Guidelines document, committee mandates, and related policies updated | November 2029 |
| Year 4 – Reporting Schedule | | | |
| Review | Progress Report | Accountabilities | Timeline |

| | | | |
|------------------------|------------------------------|------------------|----------------|
| Q1 Report | Department/Budget Report | CEO | April 2029 |
| Q2 Report | Depart/Budget Report | CEO | July 2029 |
| OHP SI Mid-Term Report | Status Update Report/Meeting | CSIO | September 2029 |
| Q3 Report | Department/Budget Report | CEO | September 2029 |
| Q4 Report | Department/Budget Report | CEO | December 2029 |
| Year 1 Report | Evaluation/Progress Report | HP Committee/CEO | January 2030 |

Appendix C: 2026 Operational Plan Highlights

The 2026 Operational Plan aligns all operational departments and committees with the three pillars of the 2026–2030 Strategic Plan. The following highlights key initiatives by pillar as of May 2026.

Ontario Cycling continues to serve cyclists across all disciplines throughout the province. Membership engagement and retention remain key strategic priorities for 2026.

Key community initiatives launched in 2025–2026 include:

- Launch of the Club Director Basecamp as a new community engagement hub for club directors
- Dedicated Club Try It pages that clubs share access with OC
- Launch of the Club Operations Manual, plus accompanying tool kits, policy templates, by-law templates, board onboarding guides, governance resources and guides for running a club
- Volunteer Recruitment & Management Tool Kit
- Online Ride Leader training for Road and Mountain Bike
- Annual Coach Conference
- Women & Girls Recruitment and Retention Tool Kit for Clubs
- Women Leadership Mentorship Program
- Land Acknowledgement Guide for Organizers and Clubs
- Para-Cycling Guide for Organizers and Clubs
- Share The Road Cycling Coalition Club designation program launch to support clubs in their advocacy work in their communities.
- NICA Canada Partnership with Cycling Canada and FQSC
- Bike Shop Partnership Program launched in 2025
- Women's Month programming: Well-received with positive feedback on webinars and member profiles
- SafeR Spaces club resource launched with accompanying lunch & learn webinar planned for June 2026
- Outreach to lapsed clubs continues

Ontario Cycling — 2026 Operational Plan

| # | Status | Strategic Pillar | Objective | Operational Area | Lead | Priority Actions | Key Deliverables | KPIs | YTD Status / Notes | Q1 | Q2 | Q3 | Q4 | Start Date | OASF Alignment |
|----|-------------|-----------------------|---------------------------------------|--|---|--|--|--|---|----|----|----|----|------------|---|
| 1 | In Progress | Advancing Development | Foundations of Cycling Success | Sport Performance | Sport Performance Director | Conduct athlete and coach needs assessment; inventory existing education resources; design draft athlete education framework (no delivery). | Assessment summary (July) Framework draft (Nov) Consultation of SMEs/sport science Framework approved for 2027 implementation | SME consultations completed Framework approved for 2027 implementation | On Track. Nutrition and S+C Component drafted Q1. | ✓ | ✓ | | | 01/02/26 | Development (35%) — Q9/Q10 Coach & Athlete Education |
| 2 | In Progress | Advancing Development | Quality Events, Growing Participation | Events | Events Team | Conduct organizer and event landscape consultation; assess current sanctioning supports and toolkit needs; refresh event survey. | Consultation summary (May) Gap analysis & recommendations (Sept) Survey updates implemented (Dec) | ≥50% organizer response rate Comprehensive event system report delivered | Event survey refreshed. Outdoor event season starts in April. | ✓ | ✓ | ✓ | ✓ | 01/01/26 | Participation (15%) — Q13 Events & Sanctioning |
| 3 | Complete | Advancing Development | Quality Events, Growing Participation | Events | Events Team | Build and implement OCup organizer Basecamps. | Basecamp OCup dashboards for each OCup in Road, MTB and CX | All OCup discipline Basecamps implemented; ≥80% satisfaction | Basecamps completed and all invites sent. Reviews of effectiveness after seasons. | ✓ | ✓ | ✓ | ✓ | 01/01/26 | Participation (15%) — Q13 Events & Sanctioning |
| 4 | In Progress | Advancing Development | Cultivating Cycling Performance | Sport Performance | Sport Performance Director | Review performance programs and gaps; develop Talent ID framework; pilot one low-cost Rising Stars camp for testing. | Talent ID framework (Sept) Rising Stars pilot camp (Aug) Performance gap report (Dec) | Framework complete ≥20 athletes participate in pilot | On-Track. RS Camps planned for May. Larger camp planned for Sep in SSM. | ✓ | ✓ | ✓ | | 01/01/26 | Excellence (15%) — HP Pathway & Talent ID |
| 4b | In Progress | Advancing Development | Foundations of Cycling Success | Sport Performance | Sport Performance Director | Support club coaches through event-based mentorship; promote CAO system-wide resources; track coach certification trends provincially. | Coach mentorship touchpoints at ≥3 OCup events CAO resource communications to clubs (Q3) Coach certification data report (Dec) | ≥3 mentorship touchpoints delivered Coach certification baseline documented | To be initiated Q3. | | | ✓ | ✓ | 01/04/26 | Development (35%) — Q11 Coach Development |
| 5 | In Progress | Fostering Growth | Building our Cycling Community | Membership & Community | Membership Services Manager | Conduct member value and satisfaction assessment; identify gaps and develop communications plan for 2027 campaign. | Member survey & analysis (June–August) 2027 membership value strategy drafted (Sept) | ≥10% member survey response Value campaign framework completed | Survey has been built and tested - launching in June and running until August. | | | ✓ | ✓ | 01/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 6 | Complete | Fostering Growth | Community Leadership Development | Membership & Community | Events Team / Membership Services Manager | Research volunteer and leadership development models; assess current barriers; draft framework for training and recruitment. | Volunteer pathway map (Aug) Draft leadership framework (Nov) | Framework completed Volunteer data baseline established | Framework completed published toolkit for clubs pushed on volunteer week volunteer tracker and baseline created. | ✓ | ✓ | | | 01/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 7 | In Progress | Fostering Growth | Community Leadership Development | Events | Events Team | Launch commissaire recruitment (multi-discipline + BMX); develop communication plan and promotional assets; align with IPC/CC plan. | Comm plan/promotional assets Targeted outreach in each discipline | 2 recruits per discipline; onboarding completed | 5 BMX Commissaires certified at Level C developing commissaire online conference 2 new Commissaires for MTB and Road. | ✓ | ✓ | ✓ | ✓ | 01/02/26 | Development (35%) — Q12 Officials Development |
| 8 | In Progress | Fostering Growth | Fueling the Future | Membership & Community | Membership Services Manager | Research opportunities for youth-focused events (format, location, host clubs); assess feasibility and resource requirements. | Youth event feasibility report (Oct) Recommendations for pilot in 2027 | 3-5 host clubs identified Feasibility report approved | Midweek has started a youth weekly series (road). | ✓ | ✓ | ✓ | ✓ | 01/01/26 | Participation (15%) — Q13 Youth & Grassroots |
| 9 | In Progress | Fostering Growth | Fueling the Future | Membership & Community / Partnerships | Membership Services Manager | Build partnerships to support youth club creation. | Outreach to current clubs to add youth programming Identified sister clubs to support/mentor | 2 youth programs implemented at current clubs | Building a partnership with NICA Canada and revisiting BMX Canada partnership. | ✓ | ✓ | ✓ | ✓ | 01/03/26 | Participation (15%) — Q13 Youth & Grassroots |
| 9b | In Progress | Fostering Growth | Building our Cycling Community | Membership & Community | Membership Services Manager / President & CEO | Develop EDIA baseline report; integrate equity lens into membership survey; set demographic tracking framework (gender, geography, ability). | EDIA baseline report (Sept) Demographic data fields added to member survey (June) EDIA framework shared with clubs (Nov) | Demographic data collected from ≥40% of members EDIA baseline established | EDIA questions were integrated into June member survey launch. | ✓ | ✓ | ✓ | ✓ | 01/04/26 | Organizational (35%) — Q15 EDIA |
| 10 | Complete | Building Capacity | Growing Partnerships, Growing Cycling | Partnerships & Sponsorship | President & CEO | Create sponsorship & partnership deck. | Partner Committee created Board support on deck development Network build | Sponsorship deck completed 5 organizations contacted | Website built and sponsorship deck template created. Launch in June. New Revenue Generation Committee launching in June. | ✓ | ✓ | | | 01/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 11 | In Progress | Building Capacity | Growing Partnerships, Growing Cycling | Partnerships & Sponsorship | President & CEO | Review past and current sponsors; update sponsorship database; research partnership models from other PSOs. | Sponsorship database updated (May) Partnership benchmarking report (Oct) | Database complete 3 partnership models analyzed | Meeting #1 had, list of assets created. Database in process of being built. | ✓ | ✓ | ✓ | | 01/04/26 | Organizational (35%) — Q16 Governance & Resilience |
| 12 | In Progress | Building Capacity | Growing Partnerships, Growing Cycling | Partnerships & Sponsorship | President & CEO | Explore shared services with IPC/CC. | 2 collaboration pilots scoped Plan for collaboration strategy for 2027 | 2 collaboration pilots scoped | Assessments started - presented report to CC for technology shared services option and PISO Valuation proposal. | ✓ | ✓ | ✓ | | 01/04/26 | Organizational (35%) — Q16 Governance & Resilience |
| 13 | In Progress | Building Capacity | Modernizing the Cycling Experience | Marketing & Digital / Membership & Community | President & CEO | Conduct technology audit (membership, events, digital tools); research AI and sport-tech applications; publish annual Tech Scan. | Tech audit complete (July) AI & sport-tech scan report (Nov) | ≥3 areas identified for improvement 2 potential AI pilots scoped | Framework for research has begun - started looking at areas for consolidation and potential shared services. | ✓ | ✓ | ✓ | ✓ | 01/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 14 | In Progress | Building Capacity | Modernizing the Cycling Experience | Marketing & Digital | Digital Storyteller | Develop AI chatbot. | Beta chatbot deployed on OC website | 6 month analytics / identify gaps and address | Completed. Chatbot launched - will review in June for gaps and address. | ✓ | | | | 01/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 15 | Complete | Building Capacity | Future Sustainability | Governance & Administration | President & CEO | Conduct workforce planning and financial framework review; assess alignment with Future of Sport Commission findings. | Workforce plan draft (Sept) Financial framework baseline (Dec) | Plans approved by Board Baseline metrics documented | Plan built, baseline metrics implemented and board approved. | ✓ | ✓ | | | 01/02/26 | Organizational (35%) — Q16 Governance & Resilience |

| | | | | | | | | | | | | | | |
|----|-------------|--|---------------------------------|-------------------------------|-------------------------------|--|---|---|---|---|---|---|----------|--|
| 16 | In Progress | Building Capacity | Future Sustainability | Quality Events / Partnerships | Events Team / President & CEO | Research environmentally responsible event and operational practices; compile best-practice recommendations. | Green sport practices report (Sept) | Green Sport Report delivered Event organizers provided with green sport practices tool | Green sport practices tool shared with event organizers. Created survey question for event feedback survey and will do an end of season evaluation of our outdoor events | ✓ | ✓ | ✓ | | Participation (15%) — Q13 Events & Sanctioning |
| 17 | Complete | Building Capacity | Future Sustainability | Governance & Administration | President & CEO | Develop 3-year financial projection & diversification roadmap. | Projection approved; new revenue streams identified | 3-year outlook created | Framework built with stress tests for membership and grant declines approved by board. | ✓ | ✓ | | 01/04/26 | Organizational (35%) — Q16 Governance & Resilience |
| 18 | In Progress | Building Capacity / Advancing Development / Fostering Growth | All Strategic Objectives | Marketing & Digital | Digital Storyteller | Maintain core digital communications; support data collection for member and club surveys; focus on engagement insights. | Quarterly analytics report (Q2-Q4) Survey promotion campaigns | ≥10% engagement growth Improved survey participation | Continuing to assess and track SEO metrics Q1 analytics presented to board Q2 comparable report to be completed after Q2. | ✓ | ✓ | ✓ | 05/01/26 | Organizational (35%) — Q16 Governance & Resilience |
| 19 | In Progress | Building Capacity | Future Sustainability | Governance & Administration | President & CEO | Annual Safe Sport compliance review: update policies, track screening rates, deliver ≥1 Safe Sport training touchpoint for board/staff/volunteers. | Safe Sport policy review complete (June) Screening compliance report (Sept) Training session delivered (Q3) | 100% board/staff screening compliant ≥1 training touchpoint delivered | Policies which were up for review have been completed and approved - we are tracking screening and there will be a Safe Sport touchpoint in board and staff retreats | ✓ | ✓ | ✓ | 01/04/26 | Organizational (35%) — Q14 Safe Sport ■ HIGH PRIORITY |
| 20 | In Progress | Advancing Development | Cultivating Cycling Performance | Sport Performance | Sport Performance Director | High-Performance Management Plan Created; ensure OHPSI alignment and reporting requirements are met. | Selection criteria document (July) OHPSI alignment report (Oct) Canada Games pathway map (Nov) | Selection criteria formally documented OHPSI reporting submitted on time | HPMP completed for the season OHPSI confirmed for 2026-2027 First meetings with CSIO completed and all documentation submitted on time. OC is the top tiered/funded sport in Ontario through OHPSI and our athlete development plans are used as an example for | ✓ | ✓ | ✓ | 01/04/26 | Excellence (15%) — HP Pathway, Canada Games, OHPSI |

Appendix D: Membership Demographics: A Decade in Review

2015 – 2025

INTRODUCTION

Ontario Cycling (OC) represents the provincial governing body for competitive and recreational cycling across Ontario. This report provides members with a summary of our membership demographics over the past decade, tracking trends in total membership, gender, cycling disciplines, geographic distribution, and membership tier participation from 2015 through 2025.

The data is drawn directly from OC membership records for each calendar year. We present this information transparently, acknowledging both the challenges our numbers reflect and the genuine growth opportunities ahead. Understanding who our members are, and where the gaps exist, is essential to building a stronger, more inclusive cycling community in Ontario.

MEMBERSHIP AT A GLANCE — 2025

| | | |
|--------------------------------------|-----------------------------------|--------------------------------|
| 8,318 Total Active Members | 97.7% Ontario Residents | 27.5% Female Members |
| 12,005 Peak Year (2017) | 74.1% Aged 35 and Over | 7 Active Disciplines |

OVERALL MEMBERSHIP TRENDS

Ontario Cycling reached its highest recorded membership in 2017 with 12,005 members, reflecting a period of strong growth in provincial cycling participation. Membership held relatively stable through 2018 and 2019 before the events of 2020 fundamentally changed the landscape for sport organizations across the country.

| Year | Total Members | Year-over-Year Change | Notes |
|------|---------------|-----------------------|---------------------------|
| 2015 | 11,103 | — | Baseline year |
| 2016 | 11,673 | +570 (+5.1%) | |
| 2017 | 12,005 | +332 (+2.8%) | Peak year |
| 2018 | 11,918 | -87 (-0.7%) | |
| 2019 | 11,795 | -123 (-1.0%) | |
| 2020 | 5,931 | -5,864 (-49.7%) | COVID-19 — see note below |
| 2021 | 6,961 | +1,030 (+17.4%) | Partial recovery |
| 2022 | 9,572 | +2,611 (+37.5%) | Strong rebound |
| 2023 | 9,180 | -392 (-4.1%) | |
| 2024 | 9,414 | +234 (+2.5%) | |
| 2025 | 8,318 | -1,096 (-11.6%) | As of reporting date |

2020 & 2021 - COVID-19 Impact

The 2020 membership year was defined entirely by the COVID-19 pandemic. With the suspension of sanctioned events, the closure of clubs and facilities, and widespread uncertainty about the future of organized sport, membership declined by nearly 50% - from 11,795 in 2019 to 5,931 in 2020. This was not a reflection of interest in cycling; recreational cycling surged during this period. Rather, it reflected the reality

that without events to register for and without the full value of a competitive membership, many members chose not to renew.

Recovery has been gradual. By 2022 we saw a strong rebound to 9,572 members, but we have not returned to pre-pandemic levels. This context is important when reading the numbers that follow. 2021 figures should be understood as a transition year, not a true representation of the organization's reach.

THE BROADER CHALLENGE: UNSANCTIONED EVENTS AND UNAFFILIATED CLUBS

While COVID-19 explains the 2020 drop, it does not fully account for why we have not yet returned to our 2017 peak. The reality is that OC, like many provincial sport organizations, faces a structural challenge that predates the pandemic and has accelerated since which is the growth of unsanctioned events and cycling clubs that choose not to affiliate with the provincial governing body.

Gran Fondos, gravel rides, trail cycling groups, and informal racing series have proliferated across Ontario. Many are well-organized, well-attended, and provide a genuine on-bike experience to participants who see limited reason to hold an OC membership. Similarly, a growing number of cycling clubs operate independently, choosing not to pursue affiliate club status with OC. These clubs and their members represent potential OC participants who are currently outside our ecosystem.

This is not a criticism of those events or clubs; it is an acknowledgement that the value proposition of OC membership must continually evolve to meet cyclists where they are. The emergence of Gravel as a standalone OC discipline in 2024, immediately capturing 653 members, is an example of how responsive programming can bring new participants into the sanctioned fold. The introduction of the Challenge membership tier in 2024 is another: it immediately attracted 1,475 members, suggesting real demand for a more accessible entry point to competitive cycling.

We also recognize that our membership is aging – with the average age sitting at 45 years old and youth (Under 17) making up less than 12% of our membership, there is a growing concern for where our sport is heading if we don't have clubs running youth programming in our system. To compound that, there are many unaffiliated youth clubs running in Ontario outside of the Ontario Cycling and Cycling Canada ecosystem, which does not allow for us to provide support or talent identification opportunities for those athletes.

MEMBERSHIP TIERS - UNDERSTANDING THE STRUCTURE

OC uses a tiered membership structure that reflects different levels of participation. The tier names and definitions have evolved over the decade, but the underlying categories have remained consistent. The table below shows how each tier maps across the reporting period:

| Tier | Who It's For | Former Names (2015–2023) |
|-----------------|---|--|
| Community | Recreational members, club affiliates, non-competitive participants | Affiliate Club / General Membership / Associate Club |
| Challenge | New in 2024. Entry-level racing; regional events only | Not previously available as a standalone tier |
| Compete | Provincial competitive racers; regional and provincial events | Provincial Race License / Provincial (Citizen) Race Permit |
| UCI | National and international competitive racers | UCI Race License (Road, CX, MTB, Track, BMX, DH, Para) |
| Technical/Staff | Coaches, commissaires, officials, organizers | Technical License / UCI Staff Technical License |

The following table shows how membership has been distributed across these tiers since 2015. Note that the Challenge tier did not exist prior to 2024, and that 2020–2021 numbers reflect COVID disruption:

| Year | Community | Challenge | Compete | UCI | Tech/Staff |
|------|-----------|-----------|---------|-------|------------|
| 2015 | 6,944 | — | 2,008 | 2,076 | 45 |
| 2016 | 7,159 | — | 2,356 | 2,105 | 53 |
| 2017 | 7,030 | — | 2,835 | 2,085 | 45 |
| 2018 | 6,808 | — | 3,018 | 2,043 | 49 |

| Year | Community | Challenge | Compete | UCI | Tech/Staff |
|------|-----------|-----------|---------|-------|------------|
| 2019 | 6,648 | — | 3,043 | 2,046 | 58 |
| 2020 | 3,502 | — | 1,293 | 1,082 | 54 |
| 2021 | 3,590 | — | 2,582 | 726 | 53 |
| 2022 | 5,579 | — | 2,937 | 985 | 71 |
| 2023 | 6,069 | — | 2,016 | 1,018 | 67 |
| 2024 | 6,298 | 1,475 | 635 | 912 | 84 |
| 2025 | 5,571 | 1,343 | 493 | 800 | 97 |

A few important observations: The Compete tier showed strong growth from 2015 to 2019, driven by increasing interest in provincial-level racing. The UCI tier has declined steadily since 2017, reflecting both COVID impacts and, likely, the increasing costs for attending UCI events. The introduction of the Challenge tier in 2024 appears to have absorbed some members who might otherwise have held a Compete license, this is healthy, not a concern, as it broadens the competitive pyramid.

GENDER DISTRIBUTION

Ontario Cycling's membership has been approximately 73–75% male throughout the decade. Female membership has represented between 23% and 28% of total members, with the absolute number of female members remaining relatively consistent even through the COVID years, a sign of resilient engagement from this group.

| Year | Total | Male | % Male | Female | % Female |
|------|--------|-------|--------|--------|----------|
| 2015 | 11,103 | 8,169 | 73.6% | 2,924 | 26.3% |
| 2017 | 12,005 | 8,746 | 72.9% | 3,249 | 27.1% |
| 2019 | 11,795 | 8,684 | 73.6% | 3,100 | 26.3% |
| 2020 | 5,931 | 4,574 | 77.1% | 1,352 | 22.8% |
| 2022 | 9,572 | 6,927 | 72.4% | 2,629 | 27.5% |
| 2024 | 9,414 | 6,693 | 71.1% | 2,696 | 28.6% |
| 2025 | 8,318 | 6,002 | 72.2% | 2,289 | 27.5% |

Increasing female participation is a priority for OC, and the data shows modest but consistent progress. Women's-specific programming, targeted club outreach, and the lower barrier of the new Challenge tier are all tools that can support continued growth in this area.

CYCLING DISCIPLINES

Road cycling has been and remains the dominant discipline in OC's membership, consistently representing 65–77% of members who identify a primary cycling interest. MTB Cross-Country is a strong and consistent second. What is notable in the 2024–2025 data is the emergence of Gravel as a distinct tracked discipline, and its immediate scale.

| Discipline | 2015 | 2019 | 2022 | 2024 | 2025 | Trend |
|------------|-------|-------|-------|-------|-------|------------------------|
| Road | 8,536 | 7,856 | 5,982 | 5,763 | 5,413 | Dominant; stable share |
| MTB-XC | 1,763 | 2,059 | 2,016 | 1,638 | 1,161 | Growing then declining |
| Cyclocross | 449 | 693 | 490 | 362 | 302 | Niche; post-COVID dip |
| Track | 176 | 224 | 196 | 235 | 185 | Stable; urban focus |
| MTB-DH | 90 | 83 | 134 | 174 | 146 | Slow growth |
| BMX | 40 | 139 | 86 | 127 | 91 | Youth-driven |
| Gravel | — | — | — | 653 | 659 | New 2024; strong debut |
| Multi/Para | 37 | 738 | 663 | 396 | 297 | Cross-discipline, Para |

The Gravel category is worth highlighting specifically. Gravel cycling has been among the fastest-growing segments globally, and many Ontario riders have been participating in gravel events, both sanctioned and unsanctioned, for years. By formally recognizing Gravel as a distinct OC discipline in 2024, we brought an existing community into the membership fold. With 659 Gravel-identified members already in 2025, this represents a real and growing part of our constituency.

GEOGRAPHIC DISTRIBUTION

Ontario Cycling is, as its name suggests, an Ontario organization and our membership reflects that. Between 97% and 99% of all members in any given year reside in Ontario. The small remainder includes members from other provinces or countries who hold OC licenses for specific competitive reasons.

The following shows our top membership cities as of 2025:

| City | 2025 Members | % of Ontario | Character |
|--------------|--------------|--------------|--|
| Toronto | 2,055 | 22.4% | Largest single market; road, track, CX |
| Ottawa | 1,063 | 11.6% | Second largest; strong road and CX community |
| London | 272 | 3.0% | Regional hub; road and MTB |
| Mississauga | 250 | 2.7% | GTA suburban; road focus |
| Kitchener | 222 | 2.4% | Tech-professional demographic |
| Oakville | 201 | 2.2% | Affluent suburban; road focus |
| Peterborough | 201 | 2.2% | Regional hub; road, CX, trail |
| Waterloo | 193 | 2.1% | University community; road and CX |
| Collingwood | 166 | 1.8% | MTB and road destination hub |
| Kingston | 118 | 1.3% | Road and CX; growing |

The concentration in Toronto and Ottawa is expected given population density, but it also underscores an opportunity: significant portions of Ontario's cycling population, particularly in rural and smaller urban communities, remain outside OC's reach, often participating in unaffiliated club rides or unsanctioned events. Regional hub cities like Collingwood, Peterborough, and Barrie represent strong anchors for provincial outreach.

LOOKING FORWARD

Ten years of data tell a clear story: Ontario Cycling has a strong and committed membership base, a growing diversity of disciplines, and a geography that is concentrated but represents a real opportunity for expansion. At the same time, we are honest about the headwinds.

- ❑ **We have not returned to pre-COVID membership levels**, and the recovery curve has been slower than anticipated. Rebuilding trust and habit after a two-year disruption takes time.
- ❑ **The unsanctioned event market is real and growing**. We must offer members clear and compelling reasons to participate in sanctioned cycling, from insurance and safety standards to competitive pathways, talent identification opportunities and club support.
- ❑ **Unaffiliated clubs represent untapped potential**. Every club that operates outside the OC ecosystem is a club whose members are not counted here – or who we cannot support or collaborate with. Affiliate club membership must offer genuine, tangible value.
- ❑ **New tier and discipline structures are working**. The Challenge tier and Gravel category both launched successfully in 2024. These kinds of responsive changes are exactly what will grow our numbers.
- ❑ **Our membership is older and predominantly male**. Long-term sustainability requires investment in youth programming and initiatives that make cycling more accessible and welcoming to women and underrepresented groups.

We share this data not as a cause for alarm, but as a foundation for honest conversation. Ontario Cycling is stronger when its members understand the organization's position and when members, staff, and board are working from the same picture. We thank every member for their continued support of sanctioned cycling in Ontario.

Data source: Ontario Cycling membership records, 2015–2025. All figures represent registered memberships as of year-end for each respective calendar year. Some totals may vary slightly due to rounding or multi-tier memberships.