



# STRATEGIC PLAN

2020-2030



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## EXECUTIVE SUMMARY

Established in 1882, Cycling Cyclisme Canada (“Cycling Canada”) is our nation’s oldest National Sport Organization. We are an Association of 12 provincial, territorial, and national level organizations working together to promote, support and develop our sport across the country.

Canada has a long, rich history with cycling. From the days of Torchy Peden and Nora Young to modern day champions such as Alison Sydor, Steve Bauer and Gary Longhi, one thing is certain – Canadians achieve great things when they are on their bike.

Like our country, our sport is vast, diverse, and constantly evolving. More than just a sport, cycling is an activity that transcends competition and carries societal impacts that are increasing in global relevance.

As an organization, however, our **purpose** is simple – inspire Canadians to cycle. Our **mandate** is to holistically develop our sport, putting more Canadians on bikes from coast-to-coast and more Canadians on podiums around the world.

With limited resources to service the many unique cycling disciplines and passionate stakeholders spread across our nation, it is critical that we commit to working together towards common goals. Achieving success that is both holistic and sustainable will be our greatest collective challenge but possibly our greatest accomplishment as well..



This strategic plan has been developed to address this challenge and seize opportunity as we work together to transform our sport in Canada over the next ten years. It is a bold plan that will require long-term commitment and focus. It will require alignment to drive both capacity and resource sharing at all levels. It will require adaptability and innovation to service our sport in ways that are relevant, inclusive, and sustainable. Most importantly, it will require tremendous collaboration, trust and shared accountability. No one can do it alone.

Cycling Canada’s **role** in this transformation will be to lead, regulate and empower. We will engage, unite and support our partners to collectively develop our community through high quality programs, events and services that are aligned from coast-to-coast.



Over the next ten years the Association will work together to concentrate on four interrelated areas of strategic focus:

- We will create a **COMMUNITY** with deep connection, affinity and pride in cycling; the community is our greatest collective opportunity and is the foundation for our path to sustainability, diversification and growth.
- We will teach Canadians the joy of cycling skillfully; a nationally aligned **GRASSROOTS** development program will drive the flow of new participants, members into the club systems and develop future champions from across the country.
- We will produce and facilitate **EVENTS** that get Canadians genuinely excited about our sport; this will engage our community and stimulate new interest while supporting development pathways for our athlete, coaches and officials.
- We will continue to develop sustainable and aligned performance programs that deliver **GRACIOUS CHAMPIONS** to the world stage and lifelong ambassadors to our community.



This plan sets out the framework, objectives and strategic initiatives that will guide the Association on this pathway over the next 10 years. Over this period our competitive, demographic and economic landscape will continue to evolve, and we will need to adapt and evolve along with it. In the last 6 months alone we have seen unprecedented events and changes that will shape our path for years to come. As an Association we must move forward with resolve and agility, understanding that our tactics and progress will be continuously assessed, adjusted and improved. A good plan is just the beginning.

Matthew Jeffries, Chief Executive Officer

Pierre Laflamme, Chair, Cycling Canada Board of Directors



## PROCESS & ACKNOWLEDGEMENTS

The development of this strategic plan took place over a period of several years, beginning with a series of external reviews and consultations in 2017 and 2018. From the outset it was acknowledged that a bold, holistic and purpose-driven strategy would best serve the diverse needs of Canadian cycling and bring our community closer together over the long-term.

The cumulative body of work that underpins this strategy includes hundreds of hours of research, analysis and discussion led by Cycling Canada's Strategic Planning Team. More than 500 stakeholders, representing the breadth of cycling's diverse interests were consulted and invited to participate during the process. Dozens of sport experts, from across Canada and abroad, and from both amateur and professional sport were consulted and/or interviewed.

Cycling Canada's Board of Directors would like to thank all of its provincial partners, athletes, coaches, staff, officials, volunteers and other stakeholders who contributed to the development of this plan. We believe that your participation and passion have significantly informed and enhanced the strategies, objectives and initiatives herein.

### Cycling Canada's 2020-2030 Strategic Planning Team:

**Louis Barbeau** – Director General,  
Fédération Québécoise des Sports Cyclistes

**Paul DeVries** – Director At Large,  
Cycling Canada

**Kevin Field** – Head of Performance Strategy,  
Cycling Canada

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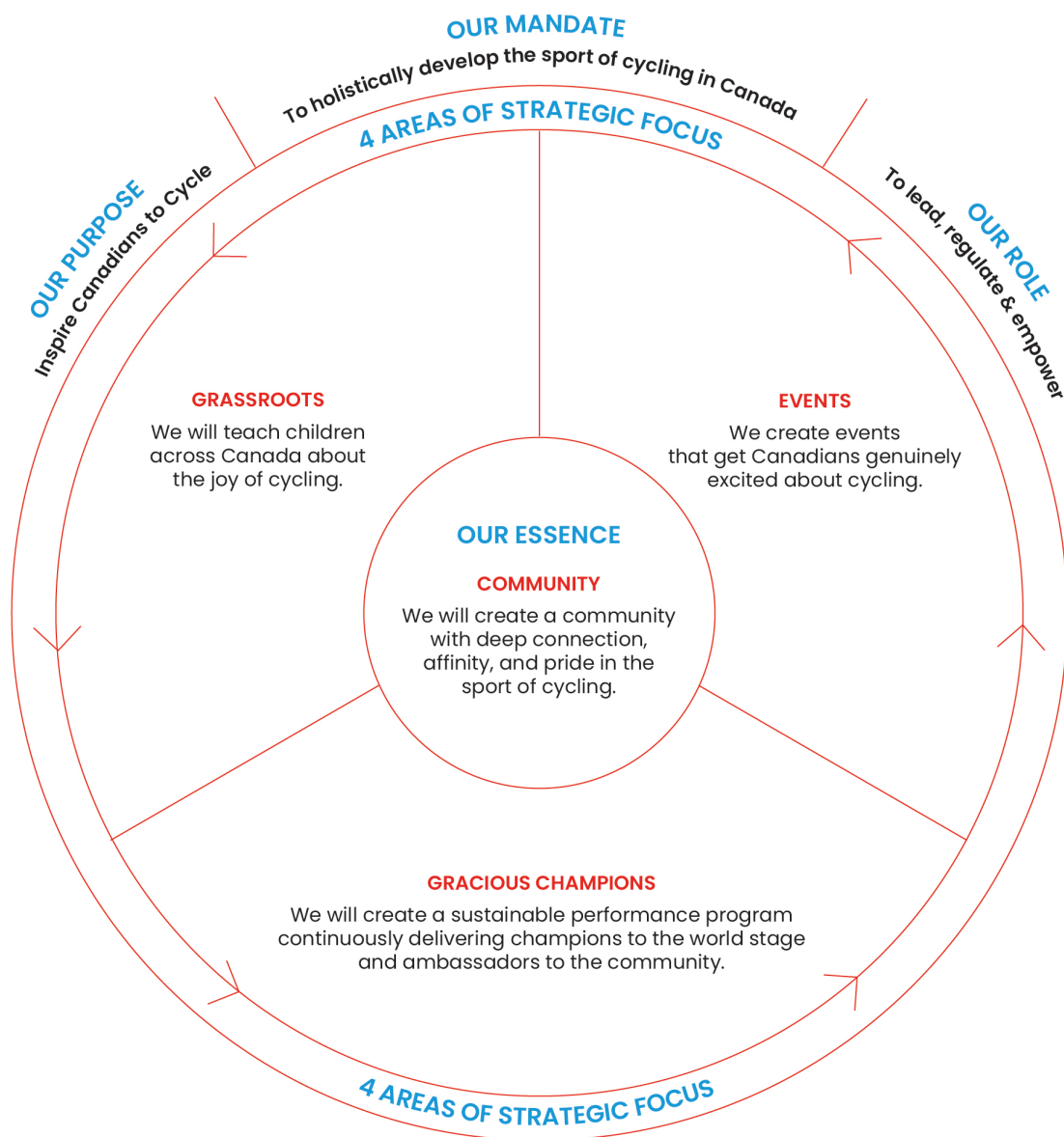
### Cycling Canada's 2020-2030 Strategic Planning Process:





# STRATEGIC FRAMEWORK

## - THE VIRTUOUS CIRCLE

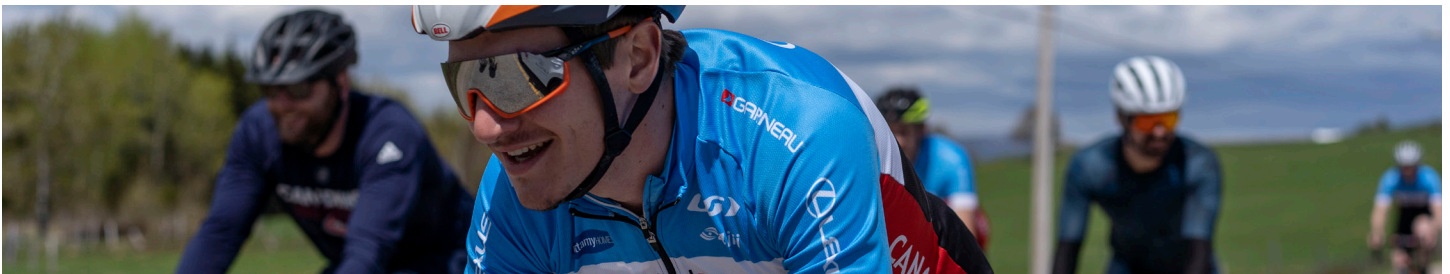


**KEY SUCCESS FACTORS** - Focus - Capacity - Alignment, collaboration & accountability - Sustainability & inclusion - Adaptability

Cycling Canada is poised for transformative change. In order to deliver on its mandate (holistic development of the sport) the Association as a whole must acknowledge and commit to a common and unifying purpose – **to inspire Canadians to cycle**.

As outlined in the graphic [above], Cycling Canada, in collaboration with its partner PTSOs, will focus and deliver on **4 strategic priorities** in pursuit of its purpose.

The four strategic priorities are interrelated, with Community residing at the centre. The community is the essence of the Association. It is the foundation for long-term stability and is the fundamental driver of success from both a sporting and commercial perspective. If the mandate of the Association is to holistically develop the sport, the community is the ultimate measure. A thriving, engaged and growing community = success.



The other three areas of strategic focus will be vital in driving the sport's "virtuous circle" and developing a strong community:

**GRASSROOTS PROGRAMS** – ensure inflow of new participants.

**EVENTS** – provide opportunities to participate, compete and engage, and showcase the sport and our top athletes to Canadians.

**GRACIOUS CHAMPIONS** – create the aspiration to participate / compete / win.

The **key success factors** outlined below will be critical to successful delivery.

Cycling Canada must act deliberately to overcome its challenges and continue to improve in the following areas:

**FOCUS** – we will not lose sight of our core purpose.

**CAPACITY** – we will strive to diversify revenue and to develop relationships, programs and events that create value for our community and for our association.

**ALIGNMENT, COLLABORATION & ACCOUNTABILITY** – we will unite our stakeholders and work together to eliminate fragmentation and the development of autonomous silos.

**SUSTAINABILITY & INCLUSION** – we will scale the organization in a sustainable and balanced manner and cultivate a diverse community that is inclusive and welcoming for all.

**ADAPTABILITY** – we will be agile and innovative in responding to change.



# COMMUNITY

## -AT THE CENTRE

**We will create a community with deep connection, affinity and pride in cycling. The community is the essence of the organization and the sport; it is the greatest area of collective opportunity and is the path to sustainability, diversification and growth.**

To build the community there must be continuous inflow of new cyclists as well as programs and campaigns to engage them and convert them to affiliated members. Capacity and expertise must also be in place to service and ultimately retain these members. At present, most programs of this nature exist at the provincial level and both structure and delivery are inconsistent from one jurisdiction to the next.

The Association must endeavour to collectively develop and deliver stronger and more cohesive member growth and development campaigns in a uniquely Canadian way. In this context, it is important to consider what is already in place to enable this:



### 1

**EVENTS** – the Association has established a strong reputation and international presence in hosting high-calibre competitive events. There are currently 5 major, annually recurring cycling events in Canada that draw cumulative onsite spectator audiences of more than 350,000 people.

There is a significant untapped opportunity to drive community growth by connecting event audiences to club networks and PTSOs. Cycling Canada is well positioned to lead the collection, analysis and compilation of club best practices across the nation. Once complete, this information can be shared across easy-to-consume educational platforms and initiatives in order to:

- Strengthen existing clubs
- Add club capacity in areas of need
- Foster improved club/PSO collaborations in program delivery
- Continue to monitor, refine and improve
- Activate participant acquisition at events and through grassroots programs

### 2

**CLUBS** – the Association also has a strong foundation of cycling clubs. Amongst those, there are 10+ major clubs; they are sustainable, they have 100+ members (some with >1,000) and they have existed for decades.

**2030 TARGET** – Engaged community of 100,000+ members in 10 years







## GRASSROOTS

### - GETTING KIDS ON BIKES

**We will teach children across Canada the joy of cycling skillfully. A nationally aligned grassroots program will drive flow of new participants and members, build club capacity, and help find future champions across the country.**

The HopOn national grassroots program has already been initiated. Modeled after Cycling BC's existing iRide program that reaches more than 10,000 children per year, this program will:

- Harmonize and align existing youth cycling programs under a cohesive national brand
- Provide access to cycling at the community level as well as through in-school programming
- Increase accessibility and simplify registration
- Ensure quality standards of delivery (safe sport and coaching/instruction)
- Guide participants through the next steps in the cycling pathway
- Build system capacity (more trained coaches, more youth-focused clubs)

When HopOn is developed, the Association can expand existing grassroots initiatives (ie: CanBike) or initiate new ones targeted at different demographics.

The most important demographic group to engage with is kids. Getting more young Canadians on bikes and engaged in cycling ensures:

- Continuous flow of potential future champions
- High-potential lifetime members
- Opportunity to engage with family members
- A more diverse and inclusive community in 10 years



**2030 TARGET - 300,000 kids reached in 10 years**







# EXCITING EVENTS

## – DRIVING ENGAGEMENT & GROWTH

**We will produce and facilitate events that get Canadians genuinely excited about cycling. This will engage the community and stimulate new interest and participation, while supporting athlete development and enhancing the profile of the sport.**

Cycling events can be broadly categorized in two ways:

**PARTICIPATION** – Events produced for maximum community participation. These include gran fondos, club rides, instructional events, as well as traditional competitions in each discipline tiered by ability at regional, provincial or national levels.

Both of these types of events are vital to driving the profile of the sport while engaging and growing the community. As outlined above, Canada is already well positioned with a strong portfolio of events in both categories, and there is significant untapped potential in each of them.

With participation events, the potential lies around exciting “new types” (disciplines) of cycling. The cycling industry is technologically innovative with new forms of virtual and multi-surface cycling developing all the time. These types of new events need to engage with and convert new members while also serving existing membership.

With entertainment events the opportunity is primarily related to increasing fan activation and engagement. There are tens of thousands of potential new participants attending Canada’s highest profile international events. Yet Cycling Canada knows little about them (and likely vice versa). Do they ride bikes? What kind of bikes do they ride? How can they be helped in accessing and enjoying the sport?

**ENTERTAINMENT** – High-profile international competitions that draw large audiences and showcase the nation and the world’s top athletes.



In both cases there is significant potential to increase engagement at events and provide guidance toward the appropriate next steps in the cycling pathway. The initial focus in this area will be on new member engagement at entertainment events. These events attract large (300,000+) annually recurring on-site audiences. They hold high potential opportunity to grow the Association’s business and ultimately to increase and diversify revenue. In turn this leads to a healthier, stronger, more sustainable sport with a higher national profile.

**2030 TARGET** – 1 million Canadians engaged (on-site) per year





## GRACIOUS CHAMPIONS - INSPIRING AMBASSADORS

**We will develop a sustainable performance program delivering champions to the world stage and lifelong ambassadors to our community. Alignment and integration of educational and operational systems will drive greater program balance and consistency while flowing more athletes into the highest echelons of the sport.**



Cycling Canada's High Performance Review conducted in 2018 concluded that the majority of the Association's stakeholders (83%) feel that success in international competition increases the profile of Canadian cycling and has the highest potential to drive aspiration for others to participate and compete.

In this sense the athletes are the greatest asset to the Association. A "Gracious Champion" can win the world's biggest bike events while being a virtuous ambassador for the sport at home. Cycling Canada will actively facilitate the athlete doing both, through appropriate education during development stages, engagement and community activation during the athlete's peak active stage, and through alumni activity as athletes retire from active competition and rejoin the community

A similar theme emerging from the 2018 HP review was that of "two interdependent worlds" of sport. The most important world is the "community" of people who participate in and sustain the sport. The second world is that of elite sport, where extreme things happen to enable athletes to win the world's highest profile sporting events. Successful sports systems retain connection and alignment between these two interdependent domains.

A key discovery from the strategic project's research phase is the degree of compatibility existing across cycling's disciplines as well as between elite amateur and professional domains of the sport. Cycling Canada will improve athlete development by enhancing cross-discipline integration and by embracing a more aligned, multi-discipline approach to its performance programs. This will also serve to improve inflow/outflow through development and performance programs and, ultimately, athlete flow into professional domains of the sport where possible and appropriate.

**2030 TARGET** – Consistent improvement in World Championship results. Canada will be a top-8 nation in 10 years (as measured by UCI league table rankings).



The Performance Framework is made up of eight components that will improve delivery of sport performance programming over the long term. Four of these are key initiatives (Education, Shared Services, Insights and Hubs) that are shared across all areas of strategic focus for the organization and will be central to driving increased alignment and integration of elite performance programming with Grassroots development, Event programs and ultimately the Community.

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### ADVANCEMENT CAMPS

- Cultivate the athlete pipeline and link directly with clubs & PTSOs
- Engage top athletes and private trade teams in delivery – connecting all layers
- Identify and develop new coaches and technical expertise

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### EDUCATION

- Align and harmonize programs to drive holistic development across the system
- Connect with regional Hubs, PTSO and professional / trade team programs

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### TIME BOUNDING / ATHLETE FLOW

- Strengthen the development pipeline and enhance flow of athletes into elite programs and graduation “out” to independent domains
- Improve ability to plan and manage program capacity

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### DISCIPLINE INTEGRATION & SHARED SERVICES

- Enhance sharing of resources and best practices across disciplines
- Increase racing and skill development opportunities for athletes and coaches
- Improve logistics and operating efficiency

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### COACH DEVELOPMENT

- Develop Canadian coaches and technical leaders (CTL)
- Increase knowledge, expertise and capacity across the system
- Cultivate the pipeline and link directly with clubs, PTSOs
- Engage with top athletes and private trade teams – connecting all layers

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### PROGRAM BALANCE & SUSTAINABILITY

- Holistic approach to athlete development
- Minimum level of core services across all disciplines that can be planned and sustained over the long-term, and complemented by top-up (Enhanced Excellence) funding

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### INSIGHTS & INTELLIGENCE

- Enhanced use of performance analytics to monitor athlete and program progression more regularly
- Improved program steering and decision making

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### HUBS

- Geographically distributed across the country
- Delivery of applied education, advancement camps and athlete services (COPSIN)
- Fostering aligned communities of best practice (clubs, PTSO, COPSIN, schools)

# DELIVERING THE PLAN – FIVE KEY INITIATIVES

**OUR PURPOSE** – Inspire Canadians to cycle

**OUR ROLE** – Lead, Regulate, Empower the sport of cycling in Canada

**OUR MANDATE** – To holistically develop the sport of cycling in Canada

**WHAT DO WE NEED TO DO?** – Commit to purpose. Unite partners to create an engaged community with integrated, sustainable, inclusive and high quality events, programs and services.

STRATEGY (THE WHAT)				
FOCUS AREA	COMMUNITY	GRASSROOTS	EVENTS	GRACIOUS CHAMPIONS
<b>Strategy</b>	We will <b>create</b> a community with deep connection, affinity and pride in cycling.	We will <b>teach</b> children across Canada the joy of cycling skillfully.	We will <b>produce</b> and facilitate events that get Canadians genuinely excited about cycling.	We will <b>develop</b> a sustainable performance program delivering champions to the world stage and lifelong ambassadors to our community.
<b>Why</b>	Our collective opportunity and path to sustainability, diversification and growth.	Drive flow of new participants, members and future champions from across the country.	Engage the community and stimulate new interest. Support athlete and pathway development, enhance profile.	Ensure more inflow/outflow. Consistent and balanced delivery supported through education and integration.
<b>Objectives</b>	Increase membership, engagement and diversity.	More kids on bikes, more athletes in the pipeline.	More Canadians aware, engaged, participating.	Sustainable winning & lifelong ambassadors.
<b>KPIs</b>	<ul style="list-style-type: none"> <li>· # of members &amp; conversion</li> <li>· Member retention (sentiment)</li> </ul>	<ul style="list-style-type: none"> <li>· Annual program reach</li> <li>· Member conversion</li> <li>· System capacity (# coaches, # clubs)</li> </ul>	<ul style="list-style-type: none"> <li>· Total reach &amp; participation</li> <li>· Member conversion</li> <li>· International events / year</li> </ul>	<ul style="list-style-type: none"> <li>· World Championship, Olympic &amp; Paralympic results</li> <li>· Alumni engagement</li> <li>· System capacity (# coaches, # athletes, # programs)</li> </ul>
<b>2030 Targets</b>	100,000+ members	300,000+ kids reached	1 million Canadians engaged / year	Top 8 nation ranking
<b>KSFs</b>	Focus, Capacity, Alignment, Collaboration, Accountability, Sustainability, Inclusion, Adaptability			
KEY TACTICS (THE HOW)	COMMUNITY	GRASSROOTS	EVENTS	GRACIOUS CHAMPIONS
	5 integrated initiatives to engage, service & grow our community and develop future champions			
	CENTRALIZED / SHARED SERVICES	Harmonized platforms (e.g. mobile app) to engage, convert, service & retain. Data captured through app feeds into Insights.		
	INSIGHTS & INTELLIGENCE	Powerful information on all aspects of our community, performance and business. Enables smarter decisions, and feeds into Education & Services. Pulls key data from all sources.		
	EDUCATION	Our most important way to be meaningful and relevant, both internally and externally. Investing in our greatest asset (people). Foundation for HopOn, Hubs and Gracious Champions.		
	Inflow of kids & family members to the system	NATIONAL GRASSROOTS PROGRAM (HOPON)	Activated through festival events / community rides	Entry point for future champions
Regional centres connecting community and performance. Strengthens relationships with Community. Integration with PTSOs/clubs key to making it work.				HUBS

Five initiatives have been identified to drive system alignment and success over the long-term. Combined, these initiatives create an adaptable platform to holistically develop the sport and strengthen the Association's business.

Three of these initiatives are technology-focused, developed collaboratively and delivered centrally through the Cycling Canada national office:

## 1

**CENTRALIZED / SHARED SERVICES** – Central applications to engage potential new members and simplify access to services for existing members. Systems to assist with member servicing. User patterns from these applications/systems will feed into Insights. Applications can be used in the field and deployed at events by both Cycling Canada and PTSO staff.

The other two initiatives will be collaboratively developed, supported and coordinated at the national office but delivered regionally and locally with our PTSO and club partners:

## 1

**HOPON** – Nationally aligned and branded, widely available and accessible introductory cycling program that will help kids develop basic skills and safety awareness while having fun.

## 2

**INSIGHTS & INTELLIGENCE** – Business intelligence – providing visibility over all aspects of the Association's collective business. From participation and membership data to financial, performance and pathway intelligence. Connecting and aggregating information from multiple internal and external sources, and analyzing it effectively, will provide visibility on behaviour patterns and enable the Association to make better decisions.

## 3

**EDUCATION** – A centralized learning and content management system is currently being developed and deployed. This platform can be used by Cycling Canada and all PTSOs. This will enhance existing curricula and increase accessibility and alignment of development across all areas of the business.

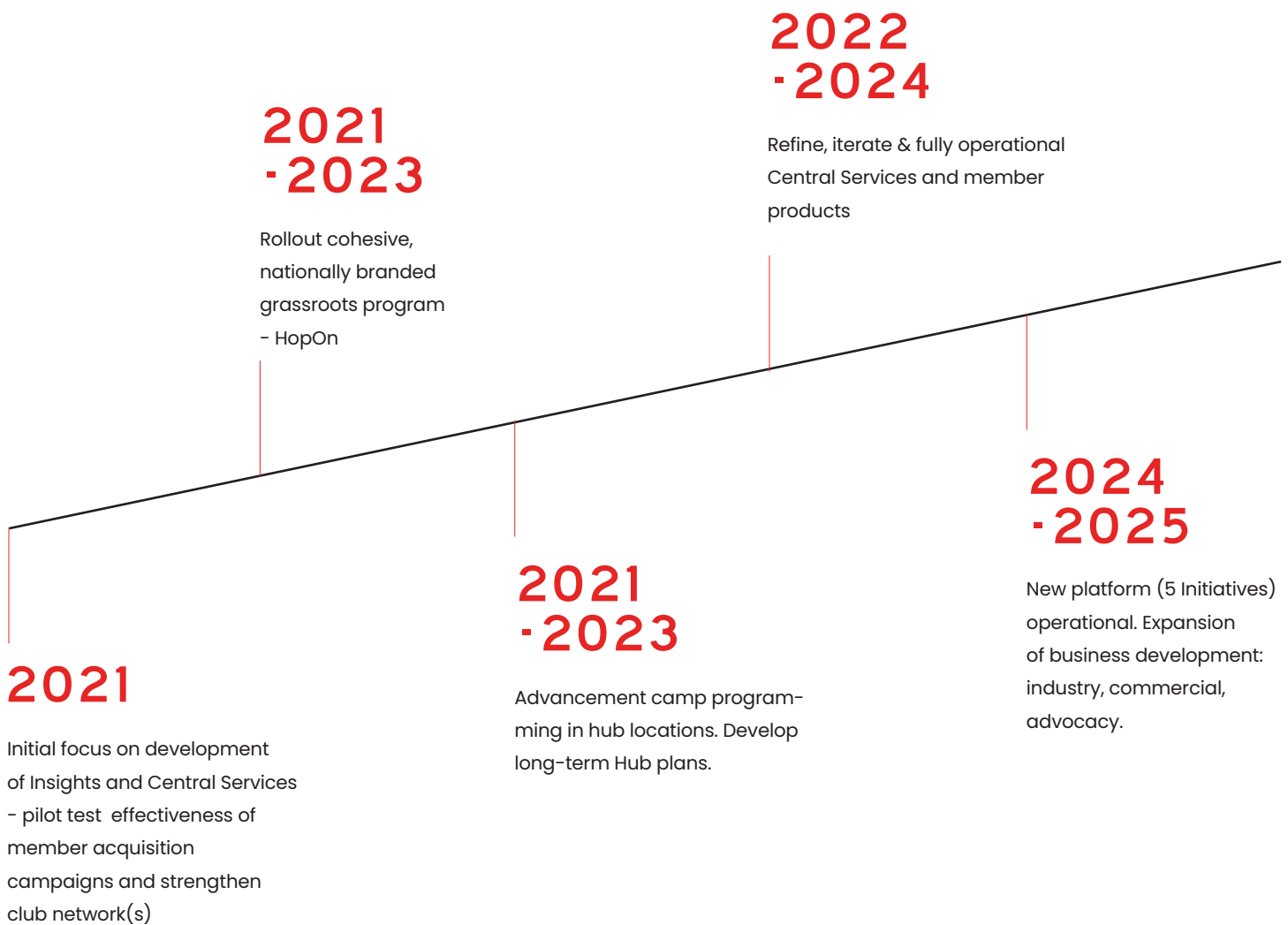
## 2

**HUBS** – Regional centres of activity that can link all the layers of the sport and be as much about connecting with the local community as developing elite athletes. Development and management of Hubs will be led by Cycling Canada and must include partnerships with PTSOs, key local clubs, COPSIN and Academic institutes. Hubs will be centers that deliver HopOn, community coach training, competition coaching, athlete training, and ultimately a link into National Team programs.



# SEQUENCING

## - PULLING IT ALL TOGETHER





# IN IT TOGETHER

CYCLING BRITISH COLUMBIA

ALBERTA BICYCLE ASSOCIATION

SASKATCHEWAN CYCLING ASSOCIATION

MANITOBA CYCLING ASSOCIATION

ONTARIO CYCLING ASSOCIATION

FÉDÉRATION QUÉBÉCOISE DES SPORTS CYCLISTES

VÉLO NEW BRUNSWICK

BICYCLE NOVA SCOTIA

BICYCLE NEWFOUNDLAND AND LABRADOR

CYCLING ASSOCIATION OF YUKON

CYCLING PEI

