



Cycling Canada Cyclisme National Team Staff Handbook





Introduction

This handbook is meant to aid and inform in simple and accessible language. Cycling Canada's official policies and procedures documents take precedent in case of any disagreement.



Introduction

The goal of this document is to provide an overview of the expectations and responsibilities of Cycling Canada staff, as well as answer any questions you may have about Cycling Canada programming. It is one of our organization's key strategic objectives to holistically develop Gracious Champions who are not only capable of winning on the world's biggest stages, but who are also lifelong ambassadors and role models for our Canadian cycling community. Providing a safe and positive National Team experience for all Cycling Canada athletes and staff is an essential part of achieving these goals.

Cycling Canada believes everyone is entitled to participate in a safe and inclusive sporting environment. Proper protocols, education and screening practices exist to ensure this environment is maintained.

Please read this document thoroughly and let your High Performance Project Coordinator know if you have any questions. Links to additional information can be found in the resources section of this document.

It's an honour to represent your country in sport, and to support Canadian athletes as they compete. Please behave respectfully and appropriately at all times while working with Cycling Canada.



About Cycling Canada



At Cycling Canada, we are passionate people who work collectively to be an indispensable resource for all Canadians directly or indirectly involved with cycling.

OUR PURPOSE

Inspire Canadians to cycle.

OUR ROLE

To lead, regulate and empower.

OUR MANDATE

To holistically develop the sport of cycling in Canada.

OUR KEY SUCCESS FACTORS

Focus – Capacity – Alignment, Collaboration and Accountability – Sustainability and Inclusion – Adaptability



Our Values

ACCOUNTABILITY

We deliver on commitments, answer for outcomes related to our role, help each other stay on track, exercise judicious decision-making, and focus on continuous improvement.

COLLABORATION

We act as one team, intentionally aligning our skills and resources across all groups, valuing diverse perspectives and working towards shared goals and outcomes.

COMMUNICATION

We create a culture of trust promoting understanding and alignment throughout the organization by engaging in transparent, proactive dialogue, purposefully sharing information, respecting confidentiality, and ensuring all voices are heard.

RESPECT

We champion an empowering and inclusive environment where everyone is valued, supported, recognized for their contributions, and encouraged to excel.



About Cycling Canada



FOUR INTERRELATED AREAS OF STRATEGIC FOCUS

COMMUNITY

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.

GRASSROOTS

We will teach Canadians the joy of cycling skillfully; a nationally aligned GRASSROOTS program will drive the flow of new participants and members, build club capacity and help find future champions across the country.

EVENTS

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

GRACIOUS CHAMPIONS

We will develop a sustainable performance program delivering GRACIOUS CHAMPIONS to the world stage and lifelong ambassadors to our community.



National Team Standards

Building a Positive Performance Environment

Performing at a World Class level requires a performance environment where athletes and staff feel safe and supported. To help create this, Cycling Canada expects the following from all athletes and staff:

- Bring an optimistic attitude.
- Create a solution-oriented environment.
- Set meaningful personal goals.
- Take responsibility for your training and your performance.
- Ask for help when needed.
- Show up prepared and on time.
- Commit to doing your best.
- Be present and engaged.
- Choose to be coachable – learning faster is a competitive advantage.
- Share feedback in a way that brings out the best in others.
- Be kind.
- Learn to maintain composure under pressure.
- View setbacks and challenges as opportunities to learn.
- Celebrate your success and the success of others.



Before you leave

Education and Screening

Staff members traveling with the National Team are required to complete Cycling Canada's Education and Screening requirements. Please refer to Cycling Canada's Screening Policy for specific screening requirements for each role.

Required documents and online training access details will be sent to you by Cycling Canada with a deadline for completion. These requirements must be completed in their entirety before you travel.

Cycling Canada does not cover the costs of courses or fees required for staff to be Safe Sport compliant, as this is a basic requirement for all working within the Canadian sport system.

Project Technical Guide

Cycling Canada refers to both camps and races as 'Projects'. Before you leave on a project with Cycling Canada, you will receive a Technical Guide containing:

- Project Introduction
- Contact Information for all staff and athletes
- Project Schedule
- Travel and Accommodation Details
- Safe Sport
- Therapy Guidelines
- Anti-Doping Guidelines
- Critical Incident Protocol
- Incident reporting and Emergency Contacts
- Insurance
- Social Media Guidelines

If you have not received a Technical Guide before departure, or if you have any questions about its contents, please contact the Lead Coach or HP Project Coordinator.



Before you leave

Travel

Flights, travel medical insurance and accommodation will be booked for you for the duration of the project. Upon completion of the project, if you choose to fly somewhere other than home, or stay in the country where the project took place, it is your responsibility to cover all costs including additional flight fees or travel medical insurance. Athletes or staff whose travel is not from and to Canada must secure their own travel medical insurance.

Cellular Travel Plans

You will be expected to communicate promptly before, during and after the project. Please confirm with the HP Project Coordinator what communication costs (excess data, travel plans etc.) will be covered during the project.



During the Project

Behaviour

It's an honour to represent your country in sport, and to support Canadian athletes as they compete. Please behave respectfully and appropriately at all times while working with Cycling Canada.

Safe Sport

Cycling Canada is committed to the Safe Sport movement and believes that all members have the right to participate in a safe environment that is free of abuse, harassment or discrimination.

Before the project, there will be meeting with staff to review the High Performance guidelines and answer any questions you may have. The HP Project Coordinator will confirm that you understand the guidelines and you will be informed on how to report Safe Sport violations through our third-party reporting system.

On the first day of the project (or prior to the project via video conferencing) a meeting will be held with the athletes communicating the importance of Safe Sport and how athletes can report violations through our third-party reporting system.

Any questions or concerns regarding Safe Sport should be immediately brought forward to the Lead Coach or HP Project Coordinator.

During the Project

Important Safe Sport Guidelines:

- A staff person should never be alone with an athlete and all interactions should be open, observable and justifiable, including while driving. There may be exceptions to this, such as a treatment session with the therapist or in emergency situations.
- There will be a staff person of the same gender as each athlete on a project.
- Minor athletes must be accompanied by an adult when going to anti-doping, or during hospital visits and stays.
- Intimate relationships between staff and athletes are not permitted regardless of the athlete's age.

Communication

High performance environments can be stressful. Clear, concise and respectful communication is key. When communicating with athletes or staff please remember to be positive and respectful in both tone and content.

Email and Texting

Please follow the the Rule of Two at all times. Communication with minors, including texting, must be transparent and sent to a group.

Social Media

If you have a public social media account, please remember to use it in a respectful and professional manner at all times.



During the Project

Clothing

Cycling Canada will provide you with branded clothing that must be worn during the project, including initial travel. Any replacement items must be requested before the project.

Luggage

Cycling Canada will cover the cost of required or requested excess baggage when travelling to and from the project. Any additional personal items you choose to bring will be your responsibility. All sizeable personal items (e.g. a bike) must be approved in advance by the HP Project Coordinator to ensure all logistical space requirements can be met in vehicles and the hotel.

Accommodations

Hotel rooms will be booked as double or single occupancy. Rental houses may have as many people as beds per room. Staff will only share rooms with other staff of the same gender and never with athletes. In rental houses, common spaces may be shared by all. Assume that you will be sharing a room and be prepared to be a respectful roommate (e.g. bring pajamas, earphones and earplugs.)

Therapists and Medical staff will be booked an individual room for the purposes of providing treatment to athletes.

Only National Team staff and athletes are allowed in accommodations booked by Cycling Canada at all times, with the exception of para athletes who require a companion during projects. Para companions must be approved by the Lead Coach or HP Project Coordinator prior to travel. Athletes and staff must be in their assigned rooms each night.



During the Project

Meals

The project invitation and/or technical guide will tell you in advance if meals will be provided during the project or if you will need to purchase your own. When required to purchase your own, you will be entitled to a per diem in accordance with Cycling Canada Policies. If a meal is provided but you choose to purchase your own, you cannot claim a per diem unless approved by the Project Coordinator.

Alcohol

Alcohol can be consumed responsibly and in moderation after your workday is done. You are never allowed to drink in the presence of minors or prior to driving. Staff are discouraged from drinking in the presence of athletes. At least one staff member must abstain from alcohol and be designated to drive at all times in case of an emergency.

Driving

To drive any Cycling Canada owned or rented vehicles, drivers must have a valid driver's license and be listed on the rental agreement. Cycling Canada recommends that all staff have an International Driver's Permit in addition to their driver's licence.

Tolls will be covered and can be expensed.

Any speeding, parking, or reckless driving infractions are the responsibility of the driver, who will be invoiced for the cost. Staff members are encouraged to proactively inform Cycling Canada of potential infractions. For unclaimed infractions, Cycling Canada will attempt to identify the driver responsible; if it's not possible to do so, equal shares of the cost will be invoiced to all staff who may have been responsible on the day it was incurred.

Individuals with a poor driving record may not be allowed to drive vehicles on projects.



During the Project

Transfers

In specific situations in para-cycling, some athletes may require the assistance from a staff member to complete a transfer. This may be the result of a crash in competition, from a vehicle to a wheelchair, from a wheelchair to bike, during classification or therapy, amongst many other scenarios. If a transfer is needed, staff are required to ask the athlete for verbal consent before any physical manipulation.

Injuries

An incident report must be completed if anyone gets hurt on the project (staff or athlete) and requires a hospital visit or can no longer perform their tasks (for athletes, that means not being able to race). This online form will be completed by the team therapist or medical staff, or the lead coach if there is no medical professional on the project. If an insurance claim is required, an on-site staff member will initiate a claim as soon as reasonably possible with Cycling Canada's insurance provider as listed in the project tech guide.

Concussions

Concussions are a frequent injury in cycling crashes. Please familiarize yourself with the Cycling Canada Head Injury Protocol found in the resources section of this document. If an athlete has a suspected head injury, please follow the steps outlined in the protocol.



During the Project

Friends and Family

Please remember that first and foremost, you are at an event to work with Cycling Canada and provide support to National Team athletes. Friends and Family who choose to attend a race must provide their own transportation and accommodations and respect the boundaries of the National Team environment. Having family visit during a longer training camp is possible, if approved in advance by the Lead Coach or HP Project Coordinator. In a situation such as this, any adult family member interacting with athletes, will be subject to the staff guidelines, as well as all education and screening requirements.

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During the Project

Paramedical

All athletes will be educated on their rights prior to treatment, in accordance with each therapists/ medical staff's governing body, including but not limited to the option to request the presence of another staff member or teammate in the room, or to decline the treatment entirely.

All therapists/medical staff will obtain written consent to perform treatment on sensitive areas. Doors will always remain open during treatment or medical sessions. The athlete may request private treatment or appointments (door closed, private room) with written consent.

All therapy treatment scheduled in the DTE or on a project should be shared with another staff or contractor in the building or working on the project.



Post Project

Expenses

Expense reports will be sent out by the HP Project Coordinator and must be remitted within two weeks of the completion of a project. Failure to comply may result in the delay or non-payment of the reimbursement.

Day Rate Staff

Payment for your services will be made in accordance with the terms outlined in your contract and subject to any applicable payment schedules or timelines specified. Please note that the contract may be amended if the project parameters change.

Project Report

Project reports must be completed online by the Lead Coach or HP Project Coordinator within a week of the project ending.

Safe Sport

Should you witness or experience anything while working with Cycling Canada that you believe contravenes Cycling Canada's Code of Conduct or Safe Sport Policy, please use Cycling Canada's complaint submission form to report the incident immediately.



Safe Sport

Cycling Canada believes that everyone is entitled to participate in a safe and inclusive sporting environment, and that proper protocols, education and screening practices must be in place to ensure this environment is maintained.

The Canadian Centre for Ethics in Sport (CCES) independently administers the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) through the Canadian Safe Sport Program (CSSP) Rules for federally funded, national-level sport organizations.

Athletes and staff are reminded that if they feel unsafe or concerned about anything they see or experience while on a Cycling Canada project, they should bring it to the attention of the Project Coordinator or Lead Coach. If you feel uncomfortable doing so, the appropriate channels depend on the nature of the complaint but include:

- Submitting a complaint to Cycling Canada's third-party contact using the Complaint Form
- Reporting maltreatment or abuse to the Canadian Safe Sport Program

Cycling Canada's complaints form can be found on our [governance web page](#).

For more information on Abuse-Free Sport program, including how to submit a complaint, please visit the [Canadian Safe Sport web page](#).

Individuals can contact the CCES about Safe Sport by emailing safesport@cces.ca or by calling 613-521-3340.

Education and Screening requirements by role

(Updated March 2025)

Organization	Course/Module	Main Topics/Description and Link	Staff working with athletes	NT Coaches
CCN/Cycling Canada	National Staff Profile	https://ccnbikes.com/#!/memberships/cycling-canada-national-staff-profile	Mandatory Every 12 Months	Mandatory Every 12 Months
UCI	UCI License	A UCI license can be purchased through your provincial cycling organization. There is a fee associated with the license, which may vary by province.	Mandatory Every 12 Months	Mandatory Every 12 Months
CCES	Canadian Safe Sport Program	The Canadian Safe Sport Program (CSSP) administers the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). https://education.cces.ca/#!/login (no enrollment fee)	Mandatory Every 12 Months	Mandatory Every 12 Months
	True Sport Clean	Covers ethical sport, athlete rights and responsibilities, supplements, substances and methods on the Prohibited List, sample collection procedures, and more. https://education.cces.ca/#!/login (no enrollment fee)	Mandatory Every 12 Months	Mandatory Every 12 Months
	Role of Athlete Support Personnel	Review of the support personnel's role in the True Sport and CADP programs. https://education.cces.ca/#!/login (no enrollment fee)	Mandatory Every 12 Months	Mandatory Every 12 Months
	CADP Designated Athlete Support Personnel Contract	Review of the support personnel role and acknowledgement of awareness they are subject to the CADP. https://education.cces.ca/#!/login (no enrollment fee)	One time signature	One time signature
CAC	Safe Sport	Topics include: Acknowledging maltreatment, Recognizing maltreatment, Addressing and preventing maltreatment, Power Imbalance, Discrimination, Intention, Consent, Grooming, Normalization, Prevention, Rule of Two, Duty of Care, Reporting, 4C's, Safe Sport culture and system. https://safesport.coach.ca/ (no enrollment fee)	Mandatory Every 4 Years	Mandatory Every 4 Years
	Making Ethical Decisions (Training and evaluation)	Analyze a challenging situation to determine its moral, legal, or ethical implications and apply the NCCP Ethical Decision-Making Model. To properly respond to situations in a way that is consistent with the NCCP Code of Ethics. Required for NCCP certification. https://coach.ca/nccp-make-ethical-decisions (Enrollment fee specified in CAC Locker)		Mandatory Renewal contingent on course updates
	Making Head Way	What to do to prevent concussions, How to recognize the signs and symptoms of a concussion, What to do when you suspect an athlete has a concussion, How to ensure athletes return to play safely. https://coach.ca/making-head-way-concussion-elearning-series (no enrollment fee)	Mandatory Renewal contingent on course updates	Mandatory Renewal contingent on course updates

Education and
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Organization	Course/Module	Main Topics/Description and Link	Staff working with athletes	NT Coaches
Respect Group	Respect in the Workplace	Helps to foster a safe, productive and respectful office environment. Topics include: Power Dynamics in the Workplace, Defining, dealing with and Reporting Bullying, Abuse, Harassment and Discrimination (BAHD), Empowering the Bystander, Managing Emotions, Understanding Mental Health Outcomes Due to Maltreatment, Your Responsibilities as a Member of the Team. https://cyclingcanadaworkplace.respectgroupinc.com/ (no enrollment fee)	Mandatory Every 4 Years (CC Paid Employees only)	Mandatory Every 4 Years (CC Paid Employees only)
	Respect in Sport for Activity Leaders	For coaches and sport leaders to identify and respond to abuse, neglect, harassment and bullying. Topics include: Power Dynamics, Legal Responsibility, Hazing, Physical Development, Preventing Bullying and Abuse, Mental Health, Concussion and Injury Management, Positive Emotions. https://cyclingcanada.respectgroupinc.com/ (Enrollment fee: \$30 CAD)	Mandatory Every 4 Years	Mandatory Every 4 Years
Background Check	Mybackgroundcheck.com	Details regarding screening requirements can be found in the CC Screening Policy. https://www.mybackcheck.com/Public/Login.aspx (Fee: \$25 CAD)	Mandatory Every 3 Years	Mandatory Every 3 Years
First Aid and CPR	Standard First Aid and CPR	National Recognized First Aid Provider. Suggested providers include: Canadian Red Cross, Saint John Ambulance, Heart & Stroke All other providers must be confirmed by Cycling Canada (Fee: varies by organization)	Mandatory Every 3 Years	Mandatory Every 3 Years
Therapy and Paramedical	Professional Accreditation	Therapists must provide proof that they are in good standing with their governing body/association	Mandatory Every 12 Months	



[Cycling Canada Code of Conduct and Ethics](#)
[Cycling Canada Safe Sport Policy](#)
[Cycling Canada Screening Policy](#)
[Cycling Canada Complaints & Discipline Policy](#)
[Equity, Access and Eliminating Discrimination Policy](#)
[Cycling Canada Head Injury/Concussion Protocol](#)
[Coaches Association of Canada Rule of Two](#)

For concerns/complaints related to National Team and Cycling Canada events/activities, we encourage individuals to complete the following Complaint Submission Form to the best of their ability and submit to our independent, third-party contact at:

safesport_wwdrs@primus.ca

[Complaint Safe Sport Submission Form](#)

Resources

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CONTACT US

general@cyclingcanada.ca

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