



Cycling Canada Action Plan

Version Date – June 30, 2025

Overview

Cycling Canada was subject of a Sport Environment Assessment at the request of the Office of the Sport Integrity Commissioner. Cycling Canada remains committed to the implementation of measures, policies and practices strongly focused on culture, inclusion, and performance that will enable us to deliver on our purpose to inspire Canadians from all walks of life to ride with us.

The Sport Environment Assessment report provided key recommendations that is grounded in several areas of focus for Cycling Canada's Action Plan.

Human Resources	Communication
Increased capacity in Human Resources	Enhanced communication channels
Mentorship Networks	Education and Training
Continued commitment to female staff mentorship programs and professional development	Increased education and training programs

Human Resources

Cycling Canada has increased capacity in Human Resources by contracting a third-party HR consulting group to support the organization through a comprehensive human resource audit, reviewing relevant policies and procedures, as well as a cultural audit to review existing culture survey metrics and action plans.

The HR consulting group will be retained on an ongoing basis as an integral part of our team. Their role within our team will be to provide ongoing feedback to and on leadership as well as to support staff with their inquiries, concerns, and complaints.



Action Item	Timeline for Completion
HR Audit	September 2024
Culture Survey	by June 2025

Communication

Cycling Canada is committed to a culture of communication, where people can share openly within the organization and feel comfortable approaching management with concerns or suggestions. This year, in addition to weekly team meetings, we've initiated monthly all staff meetings aligned with Board of Director meetings to communicate more effectively with all staff.

Supervisors are also scheduling frequent check-ins with staff and holding "ask me anything" meetings to give more opportunity for employees to ask questions and engage with leadership.

Action Item	Timeline for Completion
Monthly all staff meetings	On going
In person all staff meeting*	by February 2025

* Subject to availability of funds

Mentorship Networks

In January this year, Cycling Canada initiated a female mentorship group designed to provide a platform for listening, learning, sharing, and supporting one another in career and life. These initiatives offer junior staff valuable insights, guidance, and support from experienced colleagues.

In addition, numerous coaches and senior leaders within the organization are enrolled in mentorship and leadership initiatives with sport partners such as the Canadian Olympic Committee's Emerging Leaders Program and Own the Podium Pursuit. These efforts are part of our ongoing commitment to fostering professional growth and leadership development within the sport community.

**Action Item****Timeline for Completion**

Women's mentorship meetings	On going
Develop comprehensive list of mentorship opportunities and promote to staff	December 2024

Education and Training

We are committed to increasing opportunities and access to education and training for our staff. This includes training on current policies, procedures and programs within the organization to ensure staff have the necessary skills and knowledge to do their jobs effectively.

Action Item**Timeline for Completion**

Audit of the current mandatory and recommended training for staff	November 2024
Establish Training & Education strategy for staff	February 2025



Areas of focus	Initiative	Resourcing				Monitoring and Performance			Notes
		Lead	Support	Partners (External)	Timeframe (End Mth-YY)	Status	Activities	Measure	
Human Resources	Increase HR capacity	MB/VD				Complete	HR consulting group retained	Stratford group in place Contact shared with staff Included in SMT meetings	
	HR Audit	Stratford	VD		Sep-24	Complete	Staff survey conduct key partner interviews analyse data Findings report	90% participation rate 6 interviews completed report	Developed roadmap for implementation
	HR Roadmap	Stratford	VD/ SMT			In progress	prioritize action items from findings report	Action top priority tasks	
	Culture Assessment	Stratford	VD		Mar-25	Delayed			Adjusted timeframe from November 2024 to March 2025 to allow for time and capacity to action other high priority activities previously identified.
	Sport Culture Index Survey	VD	Stratford	Innerlogic	Jun-25	Not started	conduct staff culture survey using the Innerlogic tool	Increase in overall scores, with a focus on the lowest scores learning, empathy, and values	
Communication	Monthly all staff meeting	MJ	SMT		On-going	Continue	Monthly All-staff meeting scheduled	July/September/October	next steps: Format to be refined Planning for in-person all-staff meeting
	In person All Staff Meeting	MJ	SMT	Stratford	Feb-25	In progress	In person all staff meeting	Achieve objectives of these meetings.	February 11- 13 in Kingston, ON
Mentorship Networks	Women's mentorship meetings	RS	VD/SM		On going	Continue	Bi-monthly meetings scheduled	October / December / February (in person)	
	List of mentoring opportunities	VD	MJ/MB/SK		Dec-24	Not started	develop a process to communicate mentoring opportunities to staff	Number of staff participating in mentoring opportunities	
Education and Training	Audit mandatory and recommended training	VD	SMT	Stratford	Nov-24	Not started			
	Establish training and education strategy	VD	SMT		Feb-25	Not started			



		Resourcing				Monitoring and Performance			
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Human Resources	Increase HR capacity	MB/VD				Complete	HR consulting group retained	Stratford group in place Contact shared with staff Included in SMT meetings	
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	HR Roadmap	Stratford	VD/ SMT			In progress	prioritize action items from findings report	Action top priority tasks	Developed two new HR policies. 1. Accessibility for Ontarians with Disabilities Act (AODA) 2. Electronic Monitoring Policy
	Culture Assessment	Stratford	VD		Nov-25	Delayed			Adjusted timeframe from November 2024 to Fall 2025 to allow for time to action other high priority activities previously identified, capacity, and budget resources.
	Sport Culture Index Survey	VD	Stratford	Innerlogic	Jun-25	Not started	conduct staff culture survey using the Innerlogic tool	Increase in overall scores, with a focus on the lowest scores learning, empathy, and values	
Communication	Monthly all staff meeting	MJ	SMT		On-going	Continue	Monthly All-staff meeting scheduled	January, March, April 2025	Developed a consistent frequency and format.
	In person All Staff Meeting	MJ	SMT	Stratford	Feb-25	Completed	In person all staff meeting	Achieve objectives of these meetings.	Key objectives achieved: 1. Strategic Vision and Values - Review of overall organizational vision and development of organizational values. 2. Team Building - Build stronger relationships to enhance trust, communication and collaboration 3. Skill Development - Enhance and develop skills through training and workshops.
Mentorship Networks	Cycling Canada Women's Group meetings	RS	VD/SM		On going	Continue	Bi-monthly meetings scheduled	Number of staff enagaged	Offering added value of guest speakers and learning opportunities.
	List of mentoring opportunities	VD	VD/MB/SK		Apr-25	In progress	develop a process to communicate mentoring opportunities to staff	Number of staff participating in mentoring opportunities	Currently supporting a number of staff through external mentorship opportunities. Initiating a quarterly internal newsletter focused on sharing mentorship and learning opportunities as well as highlighting staff experiences.
Education and Training	Audit mandatory and recommended training	VD	SMT		Mar-25	In progress	Audit of training requirements	Prioritized training requirements	
	Establish training and education strategy	VD	SMT	Stratford	Mar-25	In progress	Strategy for implementing new policies that include training and tracking compliance.	Number of staff compliant.	



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	HR Audit	Stratford	VD		Sep-24	Complete	Staff survey conduct key partner interviews analyze data Findings report	90% participation rate 6 interviews completed report	Developed roadmap for implementation
	HR Roadmap	Stratford	VD/ SMT			In progress	prioritize action items from findings report	Action top priority tasks	Developed two new HR policies. 1. Accessibility for Ontarians with Disabilities Act (AODA) 2. Electronic Monitoring Policy. Reviewed, redesigned and are in the process of implementing a performance management framework for employees adapted to the organization's culture and leadership.
	Culture Assessment	Stratford	VD		Nov-25	Delayed			Adjusted timeframe from November 2024 to Fall 2025 to allow for time to action other high priority activities previously identified, capacity, and budget resources. Following the in person all staff meeting, we have increased our focus on fully establishing the organizational values developed during these sessions and integrate the described behaviors into our staff culture.
	Sport Culture Index Survey	VD	Stratford	Innerlogic	Nov-25	Not started	conduct staff culture survey using the Innerlogic tool	Increase in overall scores, with a focus on the lowest scores learning, empathy, and values	Planning alignment across cultural assessments and surveys.
Communication	Monthly all staff meeting	MJ	SMT		On-going	Continue	Monthly All-staff and watercooler meetings scheduled for 2025.	April, May, June Meetings 2025 (6 meetings)	Developed a consistent frequency and format delivering relevant information to all staff.
	In person All Staff Meeting	MB	SMT	Stratford	Feb-25	Completed	In person all staff meeting	Achieve objectives of these meetings.	Key objectives achieved: 1. Strategic Vision and Values - Review of overall organizational vision and development of organizational values. 2. Team Building - Build stronger relationships to enhance trust, communication and collaboration 3. Skill Development - Enhance and develop skills through training and workshops.
Mentorship Networks	Cycling Canada Women's Group meetings	RS	VD/SM		On going	Continue	Bi-monthly meetings scheduled	Number of staff engaged	Offering added value of guest speakers, learning opportunities and sharing of resources.
	List of mentoring opportunities	VD	VD/MB/SK		On-going	Continue	develop a process to communicate mentoring opportunities to staff	Number of staff participating in mentoring opportunities	Currently supporting a number of staff through external mentorship opportunities. Developed a monthly internal newsletter called "Cycling Connection" focused on sharing mentorship and professional development opportunities as well as highlighting staff experiences.
Education and Training	Audit mandatory and recommended training	VD	SMT		May-25	Continue	Audit of training requirements	Prioritized training requirements	
	Establish training and education strategy	VD	SMT	Stratford	May-25	Continue	Strategy for implementing new policies that include training and tracking compliance.	Number of staff compliant.	Developing new opportunities to train staff on skills to support new processes or policies during all staff meetings.



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Human Resources	Increase HR capacity	MB/VD				Completed	HR consulting group retained	Stratford group in place Contact shared with staff Included in SMT meetings	Stratford continues to work through updating Cycling Canada's HR policies. See below: HR Roadmap.
	HR Audit	Stratford	VD		Sep-24	Completed	Staff survey conduct key partner interviews analyze data Findings report	90% participation rate 6 interviews completed report	Developed roadmap for implementation. See below: HR Roadmap.
	HR Roadmap	Stratford	VD/ SMT			In progress	prioritize action items from findings report	Action top priority tasks	Developed two new HR policies. 1. Accessibility for Ontarians with Disabilities Act (AODA) 2. Electronic Monitoring Policy. Reviewed, redesigned and are in the process of implementing a performance management framework for employees adapted to the organization's culture and leadership.
	Culture Assessment	Stratford	MB		Nov-25	Scheduled -Fall 2025			Adjusted timeframe from November 2024 to Fall 2025 to allow for time to action other high priority activities previously identified, capacity, and budget resources. Following the in person all staff meeting, we have increased our focus on fully establishing the organizational values developed during these sessions and integrate the described behaviors into our staff culture.
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Communication	Monthly all staff meeting	MB	SMT		On-going	Completed	Monthly All-staff and watercooler meetings scheduled for 2025.	all staff meeting scheduled on a monthly basis	Developed a consistent frequency and format delivering relevant information to all staff.
	In person All Staff Meeting	MB	SMT	Stratford	Feb-25	Completed	In person all staff meeting	Achieve objectives of these meetings.	Key objectives achieved: 1. Strategic Vision and Values - Review of overall organizational vision and development of organizational values. 2. Team Building - Build stronger relationships to enhance trust, communication and collaboration 3. Skill Development - Enhance and develop skills through training and workshops.
Mentorship Networks	Cycling Canada Women's Group meetings	RS	VD/SM		On going	Continue	Bi-monthly meetings scheduled	Number of staff engaged	Offering added value of guest speakers, learning opportunities and sharing of resources.
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Education and Training	Audit mandatory and recommended training	VD	SMT		May-25	Continue	Audit of training requirements	Prioritized training requirements	
	Establish training and education strategy	VD	SMT	Stratford	May-25	Continue	Strategy for implementing new policies that include training and tracking compliance.	Number of staff compliants.	Developing new opportunities to train staff on skills to support new processes or policies during all staff meetings.