# Policy on Operational Committees

| | |
|---|---|
| Original version approved: February 2020<br>Current version approved: November 2026<br>Date of next review: September 2027 | Policy No: 03-3<br>Pages: 10 |

**1. GOAL**

1.1 To provide guidelines for how Cycling Canada (CC) staff select and work with volunteers who serve on Operational Committees.

**2. PRINCIPLES**

2.1 As part of a deliberate transition to a policy-based governance structure, the CC Board recognizes that the primary role of paid professional staff is to execute the Strategic Plan with considerable autonomy.

The CC Board also recognizes that given the large diverse scope of cycling sports in Canada that it remains vital to gain the input and support from a network of engaged volunteers across the country to create the best chance of success in meeting those Strategic Plan objectives.

Therefore, the CC Board believes that the selection of the most effective operational committee members is achieved through a robust appointment-based selection process based on evaluation of skills, overall makeup of each committee.

**3. FIELD OF APPLICATION**

3.1 This policy applies to staff and volunteers associated with both high performance and three development related Operational Committees as defined below.

**4. DEFINITIONS**

4.1 **Strategic Plan:** The long-term plan developed through collaboration with stakeholders and which is monitored and updated periodically.

4.2 **Operational Committees:** Groups formed under the direction of senior staff with a specific mandate such as, but not limited to: High Performance, Officials, Events, and Coach Development.

**5. POLICY STATEMENT**

5.1 The CC Board empowers the CEO, and assigned staff, to appoint and manage Operational Committees in accordance with CC policies and guided by the Strategic Plan.

**6. PROVISIONS**

6.1 **Terms of References:** Detailed Terms of Reference for each of the Operational Committees is included in the Appendices and forms part of this policy. Review and updating of these

Appendices is the responsibility of senior staff and the CC CEO with final approval by the Board.

6.2 **Composition:** Committee size is flexible based on the ability to find a competent cross-section of skills. Committee size is expected in this range:

- 6.2.1 High Performance: Eight to ten members including a chair and one Athlete Council appointed representative. Sport specific sub-committees may be formed from within committee members on an ad hoc basis, as needed.
- 6.2.2 Event: Four to sevenmembers including a chair.
- 6.2.3 Officials: Four to six members including a chair.
- 6.2.4 Coach Development: Four to six members including a chair.
- 6.2.5 In addition to the appointed committee members, committees may invite additional guests, with specific expertise, as needed from time to time.

6.3 **Committee Skills Matrix:** A matrix of desired committee member skills is included in the Appendices and forms part of this policy.

6.4 **Selection Process and Timing:** This section outlines a recommended process in selecting committee members, recognizing that flexibility may be needed.

- 6.4.1 Timing: The committee selection process starts at the end of each season and should be completed by February, if possible.
- 6.4.2 Initiation: The selection process is initiated through an open 'expression of interest' call for volunteers together with directly approaching known individuals with potential qualifications and skills. Interested persons may provide information supporting their expression of interest but detailed resumes are not mandatory.
- 6.4.3 Rotating two-year terms: Approximately half of the committee members are selected each year to provide continuity and renewal. There are no specific term limits, but renewal is desirable and any member wishing to remain on the committee must go through the same appointment process for each term.
- 6.4.4 Chair: The chair of each committee will be selected every two years. Where practical, the Chair will be selected prior to selection of remaining members and will assist with that selection.
- 6.4.5 Selection Committee: The selection committee will consist of responsible senior staff person, one additional staff member, plus the committee chair, once selected.
- 6.4.6 Selection Decision: The selection committee will meet to select the best mix of committee members based on scoring candidate skills against the matrix in the attached appendices. The selection committee may seek additional information, if needed, but formal interviews are not necessary.
- 6.4.7 Prior to finalizing appointments, PTSO's will be informed of applicants from their jurisdiction and provided an opportunity to offer input on the candidates and on the overall skill, expertise, and perspectives required for the Committee.
- 6.4.8 Approval: The final selection of all committee members is subject to review and approval of the CEO.

6.5 **Removal and Replacement:** All committee members are expected to attend meetings, stay informed and engaged and generally contribute in their areas of expertise as much as possible while following all CC policies including, but not limited to, the Code of Conduct, Confidentiality and Disclosure and Conflict of Interest. Should any committee member fail to meet the expectations

of senior management, then removal and replacement, subject to CEO review and approval, will be undertaken as soon as practical to ensure continuity and effectiveness of each committee.

## 7. REVIEW AND APPROVAL

7.1 Original policy development lead: Bill Kinash, Mathieu Boucher

7.2 Current policy development lead: Mathieu Boucher, Lara Check, Denise Ramsden, Vanessa Desjardins

**Appendix A: High Performance Committee (HPC) Skill Matrix and Selection**

| Area of expertise | |
|---|---|
| 1 | **Coaching elite athletes**<br>• Professional road athletes (Pro continental or higher); professional MTB athletes (elite World Cup athletes)<br>• World-championship level athletes for non-Olympic/non-Paralympic disciplines<br>• Olympic cycling at worlds and/or Major Games<br>• Para-cycling at worlds and/or Major Games |
| 2 | **Coaching development/grassroots athletes**<br>• In Development programs – up to the international level (junior and/or U23)<br>• In Provincial team and advancement programs<br>• In Grassroots programs |
| 3 | **Competing at world championships and/or Major Games**<br>• As a professional athlete<br>• As an Olympic athlete<br>• As a Paralympic athlete |
| 4 | **Program management**<br>• Budgeting<br>• Policy development<br>• Managing arbitration and appeals |
| 5 | **Sport-specific experience (points assessed for each sub-category):**<br>• Competing, coaching and/or directing at the elite, international level (professional teams/athletes, world championships or Major Games teams)<br>a) Road<br>b) Mountain bike (XCO or DHI)<br>c) Track (Endurance or Sprint)<br>d) Para-cycling<br>e) BMX (Race or Freestyle)<br>f) Cyclocross |
| 6 | **Diversity and inclusion in sport**<br>• Gender equity<br>• LGBTQ<br>• Indigenous peoples |
| 7 | **Sport Science and Sport Medicine**<br>• Physiology<br>• Psychology<br>• Strength & Conditioning<br>• Nutrition<br>• Data analysis |

Each committee member to be assessed against the categories above using the following scale, with the objective being to have at least one committee member with a score of 4, and a minimum total score of 9 points for the top 3 committee members in each category.

**SCORING:**
0 – No direct experience
1 – Superficial experience/understanding
2 – General experience/understanding
3 – Extensive indirect experience/understanding
4 – Previous personal experience at a high level
5 – Current personal experience at a high level

**Appendix A - High Performance Committee Terms of Reference Mandate**

The High Performance Committee (HPC) assists with the development and review of policy related to the high performance programs. The Committee advises the Director of High Performance Services on matters in which exemptions from respective policies are being requested by members.

**Responsibilities**

The HPC advises the Director of High Performance Services and/or the National Coaches in the following areas:

- National Team selections for World Championships and Major Games.
- Major Games and World Championships selection criteria.
- Athlete Assistance Program criteria.
- Disciplinary matters within the High Performance Programs.
- Other High Performance selection and policy matters addressed through ad hoc discipline-specific advisory subcommittees, as needed.

**Authority**

The HPC has the authority to:

- Ratify decisions in its area of responsibility, and require additional rationale or a review of the decision if it determines the decision maker may have:
    a) Made a decision for which it did not have authority or jurisdiction as set out in governing documents;
    b) Failed to follow procedures as laid out in CC's bylaws or approved policies;
    c) Made a decision that was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker is unable to consider other views or if the decision was influenced by factors unrelated to the substance or merits of the decision;
    d) Failed to consider relevant information or considered irrelevant information in making the decision;
    e) Exercised its discretion for an improper purpose; and/or
    f) Made a decision that was grossly unreasonable.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Schedule meetings and any other activities to facilitate decision-making
- Suspend members and groups for discipline relating to personal conduct in national and international competition, and in accordance with the CC Code of Conduct and the relevant competition rules.

**Accountability**

• The HPC is accountable to the Director of High Performance Services, the Chief High Performance Sport and Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the high performance goals set out in the strategic plan, consistent with organizational values and policies.

**Appendix B: Official Committee (OC) Skills Matrix and Selection Scoring**

| **Area of expertise** | |
|---|---|
| **1** | **International Commissaires**<br>• Active as an international commissaires (Internationally)<br>• Active as international commissaires (Nationally) |
| **2** | **ENC & National commissaires**<br>• Active as an ENC commissaires (Internationally)<br>• Active as an ENC commissaires (Nationally)<br>• Active as a national commissaires |
| **3** | **Sport Development**<br>• Understand the role of commissaires in athlete development<br>• Understand the Canadian sport system<br>• Understand the competition system in Cycling |
| **4** | **Sport Administration**<br>• Budgeting<br>• Policy development<br>• Development of tools to support the committee mandate<br>• PTSO experience |
| **5** | **Commissaire Education (International)**<br>• Active as an International Instructor /Evaluator<br>• Active as a ENC Instructor / Evaluator<br>• Ability to create commissaire training and development plans |
| **6** | **Commissaire Education (National / Provincial)**<br>• Active as a National Instructor /Evaluator<br>• Active as a Provincial / Evaluator<br>• Ability to create commissaire training and development plans |
| **7** | **Diversity**<br>• Men / Women<br>• Diversity representation<br>• Geographic representation |
| **8** | **Sport Representation**<br>• BMX (Racing / Freestyle)<br>• CX<br>• Cycling For all<br>• Esports<br>• MTB (XCO / DH / Enduro)<br>• Road (Para)<br>• Track (Para) |

**Each committee member to be assessed against the categories above using the following scale:**
**Scoring:**
0– No direct experience
1– Superficial experience / understanding
2- General experience / understanding
3- Previous Extensive experience / understanding
4- Current Extensive experience / understanding

**Appendix B - Officials Committee (OC) Terms of Reference Mandate**

The Officials Committee (OC) advises and supports the Director of Community Growth and Events and the Events & Officials Manager (EOM) with the development and review of policy and regulations related to the development, evaluation and assignments of officials.

**Responsibilities**

1. Ratify the assignment process for national and international events in Canada
2. Plan for the ongoing recruitment and development of officials
3. Develop, review and implement officials certification programs
4. Oversee the evaluation of national level officials
5. Identify and develop professional development opportunities for commissaires
6. Recommend Canadian officials to UCI & ENC courses
7. Ensure the enforcement by officials in Canadian events of the CC/UCI rulebook 8. Review UCI rule changes and develop and implement appropriate National rule changes.
9. Receive and circulate provincial changes to National rules.
10. Develop effective tools for communicating with officials
11. Administer disciplinary matters related to Canadian officials
12. Provide PTSOs with an annual overview of key activities, decisions, observations, and priorities.

**Authority**

Ratify decisions in its area of responsibility and require additional rationale or review of the decision if it determines that policies or process were not followed in the decision making process.

- Develop program guidelines and procedures related to the development, assignment and evaluation of officials
- Form advisory sub-committees to work on specific aspects of its mandate.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

**Accountability**

- The OC is accountable to the Director of Community Growth and Events and the CEO for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.

## Appendix C: Event Committee (EC) Skills Matrix and Selection Scoring

| Area of expertise | |
|---|---|
| 1 | **Organizing and Planning Events**<br>• Active organizer of cycling events<br>• Active organizer of large scale events<br>• Support the planning or execution of events<br>• Support the development of bids for major cycling events |
| 2 | **Event Promotion and Marketing**<br>• Active is sport promotion and marketing<br>• Understand brand activation<br>• Experience negotiating with partners / sponsors |
| 3 | **Sport Development**<br>• Understand the role of events in athlete development<br>• Understand the Canadian sport system<br>• Understand the competition system in Cycling |
| 4 | **Sport Administration**<br>• Budgeting<br>• Policy development<br>• Development of tools to support the committee mandate<br>• PTSO experience |
| 5 | **Customer satisfaction / Memberships satisfaction** •<br>• Experience in customer service |
| 6 | **Compete / attendance at Cycling events**<br>• Compete at national / international Cycling events<br>• Attend national / international Cycling events<br>• Compete / attend other major sporting events |
| 7 | **Diversity**<br>• Men / Women<br>• Diversity representation<br>• Geographic representation |
| 8 | **Sport Representation**<br>• BMX (Racing / Freestyle)<br>• CX<br>• Cycling For all<br>• Esports<br>• MTB (XCO / DH / Enduro)<br>• Road (Para)<br>• Track (Para) |

Each committee member to be assessed against the categories above using the following scale:

**Scoring:**

0– No direct experience

1– Superficial experience / understanding
2- General experience / understanding
3- Previous Extensive experience / understanding
4- Current Extensive experience / understanding

**Appendix C - Event Committee (EC) Terms of Reference Mandate**

The Event Committee (EC) assists with the development and review of policy related to the management of the national calendar. They advise the Director of Community Growth and Events and the Events and Officials Manager on the development and approval of the national calendar consistent with the vision of optimizing athlete's development and offering quality events to our members.

**Responsibilities**

The EC advises the Director of Community Growth and Events in the following areas:

1. Establish a bidding procedure for national championships, national series and other major UCI events in Canada.
2. Establish an annual national calendar that includes national championships, national series and other major UCI events in Canada.
3. Awards events according to organization policy, operating guidelines and bidding requirements.
4. Ensure CC and UCI sanctioned events meet UCI and/or CC standards.
5. Support the development of current and new event organizers.
6. Oversee the planning and the inclusion or new events and new disciplines
7. Provide guidelines for organizers of national championships, national series and other national calendar fixtures.
8. Provide guidance to PTSOs with regards to provincial championships and provincial events
9. Provide PTSOs with an annual overview of key activities, decisions, observations and priorities.

**Authority**

The EC has the authority to:

- Ratify the national calendar as proposed by the staff, and require additional rationale or a review of the decision
- Develop program guidelines and procedures related to the bidding, awarding and evaluation of national calendar events
- Form advisory sub-committees to work on specific aspects of its mandate.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

**Accountability**

- Accountable to the Director of Community Growth and Events and the CEO for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.

## Appendix D – Coach Development Committee (CDC) Skills Matrix and Selection Scoring

| Area of expertise | |
|---|---|
| **1** | **Coach Education**<br>• Active as a Master Learning Facilitator/Master Evaluator<br>• Active as a Learning Facilitator/Evaluator<br>• Expertise in coaching curriculum design and development<br>• Expertise in adult education outside sport |
| **2** | **Coaching**<br>• Active as a community / development coach)<br>• Active as a Performance coach<br>• Experience as a coach |
| **3** | **Sport Development**<br>• Understand athlete development and the role of the coach<br>• Understand the Canadian sport system and the NCCP<br>• Understand the competition system in Cycling |
| **4** | **Sport Administration**<br>• Budgeting<br>• Policy development<br>• Administration of the NCCP at the PTSO or NSO<br>• Development of tools to support the committee mandate |
| **5** | **Diversity**<br>• Men / Women<br>• Diversity representation<br>• Geographic representation |
| **6** | **Sport Background**<br>• Competitive cycling experience (any cycling sport)<br>• Experience as a cycling commissaire, event organizer or club/team organizer |
| **7** | **Diversity**<br>• Men / Women<br>• Diversity representation<br>• Geographic representation |

**Each committee member to be assessed against the categories above using the following scale: Scoring:**
0 – No direct experience
1 – Superficial experience/understanding
2 – General experience/understanding
3 – Extensive indirect experience/understanding
4 – Previous personal experience at a high level
5 – Current personal experience at a high level

Coach Development Committee Terms of Reference Mandate

The Coach Development Committee (CDC) advises and supports the Director of Community Growth and Events and the Community and Grassroots Manager (CGM). The CDC ensure there are sufficient coach development opportunities with the vision of optimizing athlete development. Review NCCP and other coach education and development programs, to propose improvements and new programs, and to ensure NCCP is updated and there is consistency in delivery.

**Responsibilities**

1. Plan for ongoing recruitment and development of coaches
2. Plan for ongoing recruitment and development of LF, MLF and Evaluators
3. Oversee the evaluation/certification of MLF
4. Oversee the evaluation of competition development coaches
5. Oversee the planning for revision and develop new NCCP courses or tools
6. Recommend coaches to NCI programs
7. Guide the delivery of NCCP program
8. Provide PTSOs with an annual overview of key activities, decisions, observations, and priorities.

**The CDC has the authority to:**

- Develop program guidelines and procedures related to the development and the delivery of coaching programs
- Form advisory sub-committees to work on specific aspects of its mandate.
- Invite, from time to time, to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- Request and review proposals to complete specific projects

**Accountability**

- Accountable to the Director of Community Growth and Events and the CEO for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.
- Accountable to the membership for ensuring a consultative approach in decision-making. In particular the Committee should ensure the input of provincial/territorial representatives that will be impacted by the Committee's decisions.