



*Association cycliste canadienne*  
*Canadian Cycling Association*

## **CCA STRATEGIC PLAN 2009-2012**

### **Executive Summary**

The CCA Strategic Plan has been developed with partner inputs and the significant high performance plan that has been approved by Podium Canada and the CCA Board for 2012. The Strategic Plan also addresses the systemic aspects that will ensure that Cycling remains at the leading edge of performing sports in Canada. The areas of the development plan include; athlete development, coach development, officials' development, participation development and resource development.

### **Vision**

The vision of the CCA is to be a leading competitive cycling nation by 2020 celebrating enhanced international success, increased national participation and world class event hosting.

## **Mission**

The Mission of the CCA is: *to create and sustain an effective system that develops talented Canadian cyclists to achieve Olympic, Paralympic and World Championship medal performances.*

## **Values**

### **Pursuit of Excellence**

- Striving to succeed at the highest levels of competition is a worthy pursuit that warrants support and recognition.

### **Character Development**

- What is learned in cycling are lessons for life that help build valuable members of society.

### **Respect**

- Cycling provides an outlet for self-expression in its speed, risk, physical creativity and free-spirited lifestyle. All types of personalities fit in and differences are respected.

### **Integrity**

- Integrity is the foundation of all activity, from competition to decision-making to competition to communication.

### **Lifestyle and Health**

- Cycling is a lifelong sport and family activity. It provides a healthy lifestyle that offers physical activity and psychological benefits to all who participate.

## **Volunteerism**

- The ongoing success of Canadian cycling depends upon the contribution of volunteers who give freely of their time, experience and expertise.

## **Core Strategies**

The Canadian Cycling Association must:

- #1** Create and implement a system of professional-quality support for Canada's competitive cyclists.
- #2** Create and implement an integrated, coordinated national structure for the initiation and progressive development of cyclists.
- #3** Focus on generating influence that result in benefits for Canadian cycling.
- #4** Generate and invest resources that cause the growth of cycling in Canada.

## **Strategic Actions**

To address Core Strategy #1: Create and implement a system of professional-quality support for Canada's competitive cyclists.

- 1.1 Implement a comprehensive national team environment and structure through sport specific initiatives.
- 1.2 Develop athlete centered services country-wide to close each individual's gap to the podium.
- 1.3 Increase performance equipment assets to be competitive with top cycling countries.
- 1.4 Appropriate HP Human Resources to deliver programs.
- 1.5 Promote and maintain CCA's High Performance image.
- 1.6 International infrastructure strategy

To address Core Strategy #2: Create and implement an integrated, coordinated national structure for initiation and progressive development of cyclists.

- 2.1 Support the development, sustainability and provision of services to all national and international organizers. Ensure to identify and close the gap between the athletes' needs and the event calendar.
- 2.2 Establish and implement new Sport Participation initiatives intended to motivate and empower cycling clubs to support targeted growth.
- 2.3 In collaboration with P/TSOs create and implement a delivery system for introduction to cycling programs.
- 2.4 Support the implementation and integration of the LTAD Model throughout all aspects of Canadian cycling.
- 2.5 Increase the pool of officials available at all levels in all cycling sports.
- 2.6 Establish and implement a system for collecting and managing demographic and performance data to give guidance to development programs and activities.
- 2.7 Increase the number of active coaches at all levels.
- 2.8 Ensure the cycling community is aware of and practices fair play in all its aspects.

To address Core Strategy #3: Focus on generating influence that result in benefits for Canadian cycling.

- 3.1 Establish CCA as a leading sport organization and contribute to the development of Canadian sport.
- 3.2 Increase the collaboration between the CCA and other cycling organizations.
- 3.3 Build and sustain CCA influence within the UCI and Continental organizations.

To address Core Strategy #4: Generate and invest resources that cause the growth of cycling in Canada.

- 4.1 Generate additional revenue to invest in the growth of cycling.
- 4.2 Implement a consistent communications strategy which builds equity in the Canadian Cycling Association brand.
- 4.3 Develop a plan for membership retention and growth.
- 4.4 Increase alumni involvement in CCA.
- 4.5 Improve efficiency and resiliency of organizational structure in Canadian cycling sports in collaboration with P/Ts.

<b>STRATEGIC ACTIONS</b>	<b>Baseline (2008)</b>	<b>2012 Targets</b>
<b>Core Strategy #1: Create and implement a system of professional-quality support for Canada's competitive cyclists</b>		
Implement a comprehensive National Team environment.	No Olympic medals / 2 Paralympic Medals	Projected 5 Olympic & 9 Paralympic Medals
Develop athlete centred services to close performance gaps.	Sport Med. & Science deficits	Optimal services delivered to athletes
Increase performance equipment assets to be competitive.	Deficits in equipment	Teams have optimal equipment
Appropriate human resources to deliver programs	Org. structure redesigned	Coach & Coordinator for each sport
Promote and maintain CCA's high performance image	Solid media plan for Olympics	Focused media plan for major events
Infrastructure strategy.	LTAD concern with facilities	International infrastructure added
<b>Core Strategy #2: Create and implement an integrated, coordinated national structure for the initiation and progressive development of cyclists.</b>		
Identify and close the gap between athletes needs & event calendar	LTAD Volume II completed	Changes initiated - competition system
New initiatives to support targeted growth.	Women's Participation Program	Deliver National Program to 8 P/Ts
In collaboration with P/Ts implement introduction to cycling program	CanBike winds down	Community Initiation 5,000 / year
Implementation of LTAD Model	LTAD Volume II completed	Sport Specific LTADs completed & implemented
Increase the pool of officials available at all levels.	Concerns over numbers / quality	Increased regional course delivery
Establish system for collecting data	Little demographic data for NSO	Data supports reporting & promotion
Increase the number of active coaches at all levels	Deficits identified	Increased intake of coaches to NCCP
Cycling community practices fair play in all its aspects	Building Anti-doping messages	True Sport declaration & anti-doping promotional program in place
<b>Core Strategy #3: Focus on generating influence that result in benefits to Canadian cycling.</b>		
Establish CCA as a leading sport organization	CCA reorganization completed	Acknowledged & engaged partner.
Increase the collaboration between CCA & other cycling federations	International base considered	CCA international capacity increased
Build and sustain CCA influence with the UCI and COPACI	International event hosting	World MTB Champ / UCI Pro Tour
<b>Core Strategy #4: Generate and invest resources that cause the growth of Cycling in Canada.</b>		
Generate additional revenue to invest in the growth of cycling	Two major sponsors	Three major sponsors / two suppliers
Implement a consistent communications strategy - CCA brand	Focus on National Team	Events & Team placed strategically
Plan for membership growth, retention and reporting.	Incomplete reports to funding partners (SFAF IV)	Useful demographic data and total compliance with SFAF requirements
Increase alumni involvement in the CCA	Sporadic contact	Advisory Council in place and alumni mentorship for targeted athletes
Improve organizational efficiency	Accounting software dated	New software in place for quadrennial Improving financial planning and reporting