



**Association cycliste canadienne  
Canadian Cycling Association**

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

### **Introduction**

Since 2006 the Canadian Cycling Association has engaged in numerous planning exercises aimed at developing multi-year plans through the involvement of our stakeholders. The significant change in the high performance realm of the Canadian sport community brought about by the creation of Podium Canada has brought with it challenges to develop high performance plans that will provide the best opportunity for success at the London 2012 Olympic Games while looking to the CCA to broaden its plans to ensure sustainability of performances at the highest international level.

This is why the Strategic Plan is being revised at this point to encompass both the significant high performance plan that has been approved by Podium Canada and the CCA Board for 2012 and a plan for development that 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.
- Through hard work and dedication, cyclists can achieve personal goals whether that takes the form of international medals, earning a living in the sport or personal improvement.
- Cyclists play different roles in victory and derive equal satisfaction in helping a team mate win as in personal victory.
- Success in cycling is the result of the pursuit of the highest standards of excellence by officials, coaches and administrators in carrying out their roles and responsibilities.

### **Character Development**

- Through cycling, youth and adults learn to be self-motivated, dedicated and independent, develop a strong work ethic and appreciate that benefits and rewards follow from discipline and sacrifice.
- What is learned in cycling are lessons for life that help build valuable members of society.
- Our most successful athletes are positive role models of the character that develops through cycling.

### **Respect**

- Cycling welcomes the expression of individualism in a context of respect for others and honouring of differences.

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

### **Integrity**

- Integrity is the foundation of all activity, from competition to decision-making to competition to communication.
- Integrity is defined as honesty, doing what is right, and earning trust, credibility and respect through competence and worthiness.
- Integrity requires an environment of fair play – where rules are known and respected by all and where cheating is unacceptable and results in sanctions.
- Integrity requires intolerance for inequities created by ability, gender, age, region or culture; bias, prejudice or the abuse of power or position.
- Integrity obligates all to be knowledgeable and responsible in their actions.

### **Lifestyle and Health**

- Cycling is a lifelong sport and family activity. It provides a vehicle for generations to play together.
- Cycling promotes a healthy lifestyle that offers physical activity and psychological benefits to all who participate.
- Cycling is a fun and satisfying activity that creates a sense of belonging in a larger community and leads to lifelong friendships and a willingness to give back to the sport.
- The diversity of disciplines and activities makes cycling accessible to all Canadians.

### **Volunteerism**

- The ongoing success of Canadian cycling depends upon the contribution of volunteers who give freely of their time, experience and expertise.
- Respect for the voluntary nature of leadership is reflected in consultative decision-making and time lines that acknowledge the competing time demands of volunteers.
- Commitment to volunteers translates into investment in orientation, training, feedback and recognition.

## **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.

## Performance Measures

### **STRATEGIC ACTIONS**

- 1.1 Implement a comprehensive national team environment and structure through sport specific initiatives.
- 1.1.1 Support existing tier 1 athletes prep. for 2012
- 1.1.2 Ensure effective talent ID and development in each sport.
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- 1.2 Develop athlete centered services country-wide to close each individual's gap to the podium.
- 1.2.1 Implement appropriate innovative services and science to support medal winning performances.
- 1.2.2 Ensure clearly mandated partnerships with Training Centres, Canadian Sport Centres and other potential service providers that are athlete centred

### **PERFORMANCE MEASURES**

- 1.1.1 High Performance Podium Result Benchmarks
- 2009 RD 1, TR 0, MTB 1, BMX 0, Para 3 Sr. World Champ.  
2010 RD 2, TR 1, MTB 2, BMX 1, Para 4 Sr. World Champ.  
2011 RD 2, TR 2, MTB 2, BMX 1, Para 6 Sr. World Champ.  
**2012 RD 1, TR 1, MTB 2, BMX 1, Para 9 Olympic/Paralympic**
- 1.1.2 High Performance System
- 2009 Secure National Coaches in each sport  
Deliver enhanced competition and training program  
2010 Evaluate High Performance programs for 2009 with input of National Coaches – target UCI point structure for qualification.  
2011 Offer solid race programming where UCI points are available.  
Carry out Olympic familiarization for targeted athletes.  
2012 Qualify maximum number of events in each sport with following Targets: RD 4, TR 7, MTB 2, BMX 2, Para 25/44
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- 1.2.1 IST Support
- 2009 IST Coordinator carries out needs analysis and implements service models in keeping with tier of athlete.  
2010 Service providers evaluated – 2012 cohort identified  
2011 Optimal IST services delivered to tier 1 athletes and progressive services delivered to tier 2 & 3 athletes  
2012 IST support to Olympic program delivered by identified providers.
- 1.2.2 Partnerships with Service Providers
- 2009 Service agreements developed with CSCs for Podium Canada funds directed to them by Podium Canada for CCA use.
- Agreements established with NTCs for utilization of services.  
2010- Monitor agreements and ensure service provision that supports  
2012 National program targets.

## **Performance Measures**

### **STRATEGIC ACTIONS**

1.3 Increase performance equipment assets to be competitive with top cycling countries.

1.3.1 Assess equipment needs in line with 2012 Cycling sport objectives.

1.3.2 Acquire and distribute equipment as needed through national office and Sport Coordinators.

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1.4 Appropriate human resources to deliver programs.

1.4.1 Employ sport specific international caliber National Coaches.

1.4.2 Employ sport specific Program Coordinators with a sense of service delivery.

1.4.3 Employ sport specific technicians (mechanics) in needed HP programs.

### **PERFORMANCE MEASURES**

#### 1.3.1 Equipment Needs Assessment

2009 IST Coordinator leads analysis of equipment needs. Inventory and pooling of current equipment assets.

#### 1.3.2 Acquisition and Distribution of Equipment

2010 Acquire equipment that is proven to improve performance potential and distribute to Tier 1 athletes.

2011 Continue equipment acquisition and distribution by tiers.

2012 Olympic / Paralympic teams have optimal equipment for training and competition.

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#### 1.4.1 Employ National Coaches

2009 National Coaches secured for each cycling sport.

2010 Coach evaluation and pro. development needs identified.

2011 Coach evaluation and pro. development needs identified.

2012 Coaches oversee optimally planned Olympic / Para program.

#### 1.4.2 Employ Program Coordinators

2009 Program Coordinators in position for each cycling sport.

2010 Coordinators enable HP program delivery and domestic development including national competition system.

2011 Coordinators enable HP program delivery and domestic development including national competition system.

2012 Coordinators enable HP program delivery and domestic development including national competition system.

#### 1.4.3 Sport Technicians Employed

2009 Identify and contract necessary sport technicians.

2010-2012 Monitor contracts and service provision of identified technicians.

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 1.5 Promote and maintain CCA's High Performance image.
  - 1.5.1 Increase media liaison.
  - 1.5.2 Create and maintain sponsor relations.
  - 1.5.3 Manage partner and stakeholder relationships.

### **PERFORMANCE MEASURES**

#### 1.5.1 Increase Media Liaison

- 2009 Secure media services of Canadian Sport News
- 2010 Focused media plan on Nationals, Worlds and Commonwealth
- 2011 Focused media plan on Nationals, Worlds and Pan Ams
- 2012 Focused media plan for Olympics, Paralympics and Nationals

#### 1.5.2 Sponsor Relations

- 2009 Retention of current sponsors primary focus.
- 2010 Service sponsors and secure one new national sponsor.
- 2011 Service sponsors and secure one new national sponsor.
- 2012 Develop Olympic themed promotion opportunities.

#### 1.5.3 Manage Partner and Stakeholder Relationships

- 2009-2012 Continuous communication and assessment of expectations
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- 1.6 International infrastructure strategy.
  - 1.6.1 Develop and promote international class infrastructure in Canada.

#### 1.6.1 International Infrastructure

- 2009 Support Golden Horseshoe Bid for 2015 Pan Am Games with Hamilton indoor 250m velodrome.
- 2010 Develop international infrastructure strategy.
- 2011 Work with partners on collaborative projects that increase inventory of international facilities.
- 2012 Continue to work with partners on collaborative projects that increase inventory of international facilities.

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 2.1 Support the development, the sustainability and provide services to all national and international organizers. Ensure to identify and close the gap between the athletes needs and event calendar.
  - 2.1.1 Conduct competition review by sport to determine how races meet development needs. Consider potential changes to the competition structure of Championship events (National and Provincial) within the context of Long Term Athlete Development (LTAD).
  - 2.1.2 Support UCI races throughout all regions of Canada.
  - 2.1.3 Support National Championship organizers.

### **PERFORMANCE MEASURES**

#### **2.1.1 LTAD Competition Review**

- 2009 Identify areas to examine for competition reviews of each cycling sport.
- 2010 BMX and Para Competition Reviews
- 2011 Track Competition Review  
Road LTAD completed.
- 2012 Road Competition Review./ MTB >2013

#### **2.1.2 Support UCI Races in Canada**

- 2009 Seven events receive hosting grants via CCA.
- 2010 Six to eight events receive hosting grants via CCA.  
Support 2010 MTB World Championships in MSA
- 2011 Six to eight events receive hosting grants via CCA.
- 2012 Six to eight events receive hosting grants via CCA.

#### **2.1.3 Support to National Championships**

- 2009 Increase number of participants at Ntl. Championships.  
Increase number of P/Ts attending Ntl. Championships.
- 2010 Establish more frequent contact between Coordinators, P/TSOs and event National event organizers.
- 2011 Increase para cycling participation and race events.
- 2012 Quadrennial increase in number of racers on the National Ranking

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 2.2 Establish and implement new Sport Participation Development initiatives intended to motivate and empower cycling clubs to support targeted growth.
- 2.2.1 Work with P/TSOs to run pilot programs for the women's participation initiative and to secure funding from Sport Canada SPDP for program expansion.
- 2.2.2 Build awareness through the P/TSOs of the need for club categorization standards to provide systemic focus on role differentiation and expectations.
- 2.2.3 Collaborate with Trade Teams
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- 2.3 In cooperation with P/TSOs create and implement a delivery system for introduction to Cycling programs.
- 2.3.1 Support the implementation of the new NCCP Community Initiation context and its delivery

### **PERFORMANCE MEASURES**

- 2.2.1 Women's Participation
- 2009 Continue with WPP involving 3 provinces and 9 clubs
- 2010 Evaluate WPP pilot and adjust program for pan national delivery. Obtain Sport Canada support for program
- 2011 Deliver national program to 6 prov. and 18 clubs
- 2012 Deliver national program to 8 P/Ts and 24 clubs
- 2.2.2 Club Standards Program
- 2009 Inventory of clubs and their capacity measures
- 2010 P/T-CCA Working Group to develop standards
- 2011 Implementation of Club Mark status to 25% of clubs
- 2012 Implementation of Club Mark status to 50% of clubs
- 2.2.3 Trade Team
- 2009 Work with current trade teams that have NT riders
- 2010> Examine partnerships for Trade Team / NT projects
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- 2.3.1 NCCP Community Initiation
- 2009 P/T associations provided resources for program delivery directly or by leaders.
- 2010 Increase number of Learning Facilitators across Canada
- 2011 All P/T associations promoting and delivering Community Initiation
- 2012 Monitor and assess number of programs / courses offered

## **Performance Measures**

### ***STRATEGIC ACTIONS***

- 2.4 Support the implementation and integration of the LTAD model throughout all aspects of Canadian Cycling.
  - 2.4.1 Develop sport specific LTAD for each cycling sport and carry out competition review by cycling sport

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- 2.5 Increase the pool of officials available at all levels in all cycling sports.
  - 2.5.1 Deliver sport specific courses on a regional basis throughout the quadrennial. Include equity initiatives in planning.
  - 2.5.2 Continue to train course conductors to meet Provincial / Territorial delivery demands.

### ***PERFORMANCE MEASURES***

- 2.4.1 Sport Specific LTAD
  - 2009 BMX and Para LTADs completed  
Meet with P/Ts and Sector Committees regarding Volume 2 initiatives priorities
  - 2010 BMX and Para LTAD implementation  
Track LTAD completed  
Progress on Volume 2 priorities
  - 2011 Track LTAD implementation  
Road LTAD completed
  - 2012 Road Competition Review  
Road LTAD implementation  
MTB LTAD completed

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- 2.5.1 Officials Capacity Development
  - 2009 Delivery of 6 provincial and 2 National courses on regional basis.
  - 2010 Deliver 6 provincial & 2 National
  - 2011 Deliver 6 provincial & 2 National
  - 2012 Deliver 6 provincial & 2 National
- 2.5.2 Course Conductor Training
  - 2009 Add three course conductors to 3 regions
  - 2010 Add two course conductors to 2 regions
  - 2011 Add two course conductors to 2 regions
  - 2012 Identify course conductor gaps.

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 2.6 Establish and implement system for collecting and managing demographic and performance data to give guidance to development programs and activities
  - 2.6.1 Continue to create benchmark data across all disciplines and in all technical aspects, in order to measure year over year status in areas; membership, national championship participation (by province, gender, numbers), performance results (national and international) and baseline testing for NT athletes.
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- 2.7 Increase the number of active coaches at all levels.
  - 2.7.1 NCCP Transition – receive final approval for Community Initiation and Competition Introduction and work through process of completion of Competition Development.
  - 2.7.2 Facilitate increased training opportunities for Level III, IV and V coaches.

### **PERFORMANCE MEASURES**

- 2.6.1 Data Base Development
  - 2009 Create data management tool(s)
  - 2010 Capture and analyze data.
  - 2011 Capture and analyze data.
  - 2012 Capture and analyze data.

- 2.7.1 NCCP Transition
  - 2009 Final Approval for Comm. Init. and Comp. Intro Begin Comp. Dev. Work.  
Intake 12-15 coaches into Comp. Intro. program
  - 2010 Complete Comp. Dev. seek approval.  
Intake 3-4 coaches into certification for Comp. Dev.  
Intake 12-15 coaches into Comp. Intro.
  - 2011 Intake 3-4 coaches into certification for Comp. Dev.  
Intake 12-15 coaches into Comp. Intro  
Intake 3-4 coaches into Comp. Dev.
  - 2012 Intake 3-4 coaches into certification for Comp. Dev.  
Intake 12-15 coaches into Comp. Intro  
Intake 3-4 coaches into Comp. Dev.

- 2.7.2 Increased Training Opportunities
  - 2009> Mentoring for Olympic Preparation
  - 2009> Professional Development for Level III + coaches by CTO and National Coaches collaboration

## **Performance Measures**

### ***STRATEGIC ACTIONS***

- 2.8 Ensure the cycling community is aware of and practices fair play in all its aspects.
  - 2.8.1 Increase CCA anti-doping education and promotion of True Sport principles.

### ***PERFORMANCE MEASURES***

- 2.8.1 Anti-doping Promotion
  - 2009 Collaborate with P/Ts in True Sport declaration
  - 2010 Implement anti-doping promotion program
  - 2011 Continue anti-doping education messages to National Team and aspirants
  - 2012 Review anti-doping program with P/Ts for revision or further implementation

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 3.1 Establish CCA as a leading sport organization and contribute to the development of Canadian sport.
  - 3.1.1 Maintain CCA credibility and influence within key sport organizations and government agencies (CAN).

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- 3.2 Increase the collaboration between the CCA and other cycling organizations.
    - 3.2.1 Increase the links between U.S. and Canadian Calendars.
    - 3.2.2 Establish a network of partners to assist with International negotiations to achieve Canadian Team mission and to support other Nat. Feds.

### **PERFORMANCE MEASURES**

- 2009 CCA representation to Major Games franchise holders reviewed and determined.  
CEO engaged Summer Sport collective and SMG
  - 2010 CCA engagement in Canadian Sport advocacy  
CCA support to P/TSOs as per LTAD Vol II  
CEO engagement as in 2009
  - 2011 CCA engagement in Canadian Sport advocacy  
CCA support to P/TSOs as per LTAD Vol II  
CEO engagement as in 2009 & 2010
  - 2012 CCA engagement in Canadian Sport advocacy  
CCA support to P/TSOs as per LTAD Vol II  
CEO engagement as in 2009 & 2010 & 2011
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- 3.2.1 Increase links with USA
    - 2009 Determine areas of mutual interest and agenda
    - 2010 Hold meeting(s) with USA Cycling reps to discuss shared agenda including event alignment
    - 2011 Alignment of dates for key events completed
    - 2012 Maintain open and deliberate communication with U.S.
  - 3.2.2 International Partner Network
    - 2009 CTO/CEO engagement in international activities (access to training facilities / event invitations)
    - 2010 Utilize MSA World MTB Championship to lobby UCI and key national federations.  
CTO/CEO engagement in international activities
    - 2011 CTO/CEO engagement in international activities
    - 2012 CTO/CEO engagement in international activities

## **Performance Measures**

### ***STRATEGIC ACTIONS***

- 3.3 Build and sustain CCA influence within the UCI and COPACI.
  - 3.3.1 Reinforce formal and informal contact and collaboration within UCI and COPACI

### ***PERFORMANCE MEASURES***

- 2009 Ensure MSA returns to World Cup Calendar post 2010 World Championships
  - 2010 Establish international event bidding protocol with UCI collaboration and support
  - 2011 Participate in COPACI Pan Am congress
  - 2012 Participate in UCI congress
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## **Performance Measures**

### ***STRATEGIC ACTIONS***

- 4.1 Generate additional revenue to invest in the growth of cycling
  - 4.1.1 Invest in the current sponsors through sponsor servicing and engagement in CCA activities to solidify the partnership and demonstrate return on investment.
  - 4.1.2 Develop a tactical marketing plan to approach prospects (CEO to determine prospecting approach)
  - 4.1.3 Generate donations revenue and investigate other potential sources of funding.
  - 4.1.4 Ensure effective legacy development from World Championships held in Canada

### ***PERFORMANCE MEASURES***

- 4.1.1 Sponsor Retention
  - 2009 Meet with TDL and Louis Garneau reps.
  - 2010 Assist sponsor activation for CCA sponsors
  - 2011 Provide marketing synergy for CCA sponsors
  - 2012 Renew sponsors successfully for next quadrennial
- 4.1.2 Marketing Prospect Plan
  - 2009 CEO develops general sponsor package and thresholds for properties
  - 2010 Add one significant sponsor (Nationals or NT)
  - 2011 Add another significant sponsor (Nationals or NT)
  - 2012 Add two suppliers to National Team
- 4.1.3 Donations Revenue & Other Sources
  - 2009 Investigate charitable donations partnership with financial planning company.
  - 2010 Examine bequests and other philanthropy
  - 2011 Develop pre Olympic donations focus
  - 2012 Seek targeted program support for Olympic team
- 4.1.4 Legacy Development
  - 2009 Support the effective use of the Hamilton Foundation
  - 2010 Ensure financial legacy for 2010 MTB World Champ.
  - 2011 Appropriate legacy funds to non-recurring projects
  - 2012 Appropriate legacy funds to non-recurring projects

## **Performance Measures**

### **STRATEGIC ACTIONS**

- 4.2 Implement a consistent communications strategy which builds equity in the Canadian Cycling Association brand.
- 4.2.1 Create an internal / external communication strategy and implementation plan to ensure consistent communications within all departments.
- 4.2.2 Create an organizational crisis management plan.
- 4.2.3 Increase the utility of the website and allow for content development via staff.
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- 4.3 Develop a plan for membership growth, retention and reporting.
- 4.3.1 Engage with P/TSOs to understand their needs in order to ensure value in CCA programs and services.
- Facilitate the development of sport by sport reporting across the country to identify trends and differentiation of Cycling sports.

### **PERFORMANCE MEASURES**

- 4.2.1 Communication Strategy
- 2009 Develop communication strategy with staff
- 2010 Implement strategy (Comm. Games / Worlds)
- 2011 Implement strategy (Pan Am Games / Worlds)
- 2012 Implement strategy (Olympic/Paralympics / Worlds)
- 4.2.2 Organizational Crisis Management Plan
- 2009 Work with stakeholders to identify potential crisis
- 2010 Annual review and update of plan with stakeholders
- 2011 Annual review and update of plan with stakeholders
- 2012 Annual review and update of plan with stakeholders
- 4.2.3 Website Development
- 2009 Change website set up to sport specific
- 2010 Staff derives and uploads content to site directly
- 2011 Increase traffic to site by 10% over previous year
- 2012 Increase traffic to site by 10% over 2011
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- 4.3.1 P/T Needs & CCA Services
- 2009 Develop service agreement between CCA and P/Ts
- 2010 Collect benchmark data by cycling sport from each P/T via template developed by CCA in collaboration with P/T
- 2011 Develop athlete retention strategies with P/Ts
- 2012 Evaluate CCA services with P/Ts

- 4.4 Increase alumni involvement in CCA
- 4.4.1 Develop initiatives that engage alumni in developing new national team members.
- Set up an Advisory Council composed of alumni and supporters of the sport.

- 4.4.1 Increase Alumni Involvement
- 2009 Develop Terms of Reference for Advisory Council and select members
- 2010 CTO/CEO develop mentorship activities
- 2011 Alumni mentorship for targeted athletes / teams
- 2012 Alumni mentorship for targeted athletes / teams

- 4.5 Improve organizational efficiency and resiliency in Canadian Cycling sports in collaboration with P/Ts.
- 4.5.1 Integrate business best practices throughout organizational functions with an emphasis on financial management in year one.
- 4.5.2 Risk Management and insurance program

- 4.5.1 Improve Organizational Efficiency
- 2009 Financial software revised with consultant assistance to ensure effectiveness of reporting
- 2010 Budget process for new fiscal built from new tools
- 2011 Continuing updates to policy areas
- 2012 Reassessment of I.T. needs for National Office
- 4.5.2 Risk & Insurance
- 2009 Insurance Committee review of insurance risk elements
- 2010 Risk Management policy & procedures updated
- 2011 Risk Inventory developed from historical data
- 2012 Review of risk management issues