



# Ontario Cycling Association

## STRATEGIC PLAN - 2020

This is the 7th year the Ontario Cycling Association Board of Directors has been engaged in strategic planning. It began with a Vision and Mission, and has progressed since then to long term planning through the creation of specific Long Term Athlete Development (LTAD) focused strategic goals, executed through sound operational planning, with measurable results monitored by the Board and CEO. In 2013/14, the Board engaged Rose Mercier, owner of Maverick Consulting with over 15 years experience in organizational transition and leadership development to assist in the strategic planning process. This added another level of improved complexity, created alignment with processes used by Cycling Canada, our National Governing Body, and took the horizon of the Ontario Cycling Association's Strategic Plan out to 2020.

The following document is used as the foundation of the Annual Operational Plan of the Ontario Cycling Association, which is approved and its progress monitored by the Board and CEO to ensure strategic goals are being met throughout the year.

This Strategic Plan is a living document intended to guide the Board and staff. It will be reviewed annually, and amended as necessary by the Board of Directors to ensure goals are achievable.

### OUR VISION:

**The Ontario Cycling Association will be a leading organization which provides opportunities for personal excellence by developing, delivering and promoting quality programs and services for existing and future members in the sport of cycling.**

Our approach to realizing this vision is based on the following 7 platforms and their definitions.

## 1. Athlete Development

Competitive cyclists at the Train To Train level through to the Learn to Win stages of the Long Term Athlete Development Model will have an opportunity to develop to their full potential. These athletes will be supported by accessible, equitable, beneficial development programs (including provincial team camps and projects, coaching, and integrated specialist services). Selection processes are equitable and allow selective competition schedules. Athlete performance data is collected and analysed to maximize individual athlete development across multiple LTAD stages.

### Our efforts will focus on:

- Leveraging the Milton Velodrome to support the development of Ontario cyclists.
- Enabling the systematic detection and development of talent in four Olympic disciplines.
- Investigating the options for integrating Para Cycling under OCA programming.

## 2. Participation Programs

An increase in the number of participants entering the sport of cycling and remaining Active for Life via accessible, equitable, supportive environment, participant-centred, coach/instructor led cycling programs. Enabling schools, municipal and club based programs so that they are aligned and provide a coordinated pathway into the sport of cycling.

### Our efforts will focus on:

- Increasing the entry points into organized cycling.
- Supporting the expansion of youth programs.
- Facilitating the transition from club and citizen activities to provincial competition.

## 3. Coach, Official, and Leader Development

Participants/athletes have access to a qualified coach and work within a properly designed development plan. All coaches are trained or certified in the appropriate NCCP context and use LTAD model as a basis for planning their programs. Ensure all Coach, Official, and leader's training, development, assessment, and selection by OCA are based largely on LTAD principles.



## Our efforts will focus on:

- Ensuring current coaches are trained and certified in the appropriate NCCP context and use LTAD as a basis for planning their programs.
- Increasing the number of trained and certified coaches in all disciplines.

## 4. Club Development

OCA affiliated cycling clubs offer accessible, supportive, and athlete/participant-centred, coach/instructor led cycling programs. Clubs focus on participant development from FUNdamentals to Train to Compete stages and/or Active for Life using LTAD as a basis for their programs.

## Our efforts will focus on:

- Supporting alignment of the pathway for cyclists from club/racing teams to our provincial program.
- Enhancing the safety of club programming.
- Supporting club programming to recruit and retain girls and women in cycling.

## 5. Competition Programs

Competition is based on the LTAD principles and is designed to provide accessible, affordable, developmentally appropriate, meaningful competition for all athletes. The calendar is properly periodized, provides sufficient opportunity for athlete recovery, and supports a clear development pathway. Coaches and athletes use competition intentionally to support development. Data is collected and analysed to allow athletes to maximize development and to provide a framework for continuous improvement of competitions.

## Our efforts will focus on:

- Leveraging the legacy facilities of PAN-AM Games to enhance the competition calendar.
- Ensuring an attractive competitive series for all licensed riders.
- Building on the success of the Road Youth Series.
- Ensuring sufficient numbers of competent and trained officials are available across all disciplines.
- Maintaining opportunities for Para cyclists to compete in calendar events.



## 6. Governance

Effective execution of monitoring, policy development, strategy, leadership, and stewardship supports achievement of yearly and long-term goals.

### Our efforts will focus on:

- Sustaining governance practices consistent with a high performing policy board.
- Sustaining a highly effective management team.
- Creating a platform for financial sustainability by optimizing revenue from all existing sources and establishing new strategic partnerships.
- Adopting and sustaining management practices that drive consistent and effective operational performance towards the achievement of strategic outcomes.

## 7. Administration

Effective operation of human resources, finance, communications, and marketing supporting yearly and long-term goals.

### Our efforts will focus on:

- Excellent customer service related to program and financial partners, clubs, athletes and members.
- Transparent and timely decisions at all levels of the organization.
- Policy and procedure reviews to ensure we address best practices in the sector
- Enhanced reporting to the Board of Directors and membership

## Operationalizing

Each year the Management creates a yearly operational plan that is approved by the Board. This operational plan directly aligns with and contributes to the strategic plan. We (CEO and Board of Directors) collaborate and review this operational plan to ensure alignment with the Vision and Strategic Plan.

