

2016 ANNUAL GENERAL MEETING

# athletics alberta

Athletics first, Athletics for all, Engage, Participate, Compete and Achieve.



**ATHLETICS ALBERTA (TRACK AND FIELD,  
CROSS COUNTRY, ROAD RUNNING) ASSOCIATION**

**NOTICE OF ANNUAL GENERAL MEETING OF MEMBERS**

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting of the Members of the Athletics Alberta (Track and Field, Cross Country, Road Running) Association (the "Association") will be held at Red Deer Holiday Inn South, in Red Deer Alberta, on the 22<sup>nd</sup> day of April, 2017 at 10:00 a.m. for the following purposes:

1. To receive the report on the association Financial Statements for the fiscal year ending March 31 2017.
2. To consider and vote on a special resolution in the form annexed hereto to repeal and replace the Bylaws of the Association.
3. To review and vote on the 2017-2020 strategic plan.
4. To review and vote on the proposed changes to the membership fees.
5. Elections of Directors.
6. To transact such other normal business as may properly be brought before the annual general meeting or any adjournment thereof.

**DATED** at the City of Edmonton, in the Province of Alberta, this 22<sup>nd</sup> day of March 2017.

BY ORDER OF THE BOARD

A blue ink signature of Linda Blade, written over a horizontal line.

Linda Blade, President

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11759 - Groat Rd Edmonton, AB T5M 3K6  
Phone: 780-427-8792 Fax: 780-427-8899

## **AGM 2017 Agenda**

Date: Saturday, April 22, 2017

Meeting 10:00 AM

Location: Holiday Inn, Red Deer

### **AGENDA**

1. Call to Order
2. Adoption of the Agenda
3. Approval of the Minutes from the 2016 AGM
4. Presidents Address
5. VP Administration report

- Financial Report
- Review of 2016-17 financial statements and adoption
- 2017 Budget Review and Approval

#### **6. Reports**

- A. Personnel Committee Review
- B. Programs Committee Review
- C. Competitions Development Committee Review
- D. Masters Sub Committee Review
- E. Officials Sub Committee Review
- F. Office Update

#### **7. Approval of Reports**

#### **8. General Business**

- A. To consider and vote on a special resolution in the form annexed hereto to repeal and replace the Bylaws of the Association
- B. To review and vote on the Strategic Plan
- C. To review and vote on the proposed changes to the membership fees

#### **9. Elections**

- A. VP Administration
  - One Nominee –by Acclamation
- B. VP Personnel
  - One Nominee –by Acclamation
- C. Directors at Large
  - Three nominees – 2 positions
- D. Athlete Reps will be appointed by the newly elected executive as per the AA bylaws following the AGM.

10. Closing Remarks

# Annual General Meeting

Saturday, April 16, 2016  
Sheraton Red Deer Hotel, Red Deer, AB

## -MINUTES-

### Voting Delegates:

Linda Blade	Board of Directors
Rob Fisher	Board of Directors
Evelyn Burnett	Board of Directors
Daniel Lauzon	Board of Directors
Ed Moore	Board of Directors
Louise Buskas	Officials Sub-Committee
Jarom LaPierre	Airdrie Aces Athletic Club
Sean Freeman	Medicine Hat Bulldogs
Gary Foster	Caltaf
Brian Kropman	Legacy Athletics
Jane Yi	Edmonton Olympic Club – Conference Call
Tim Burk	Calgary Spartans – Conference Call
Daniel Rawson	Voleo Athletics
Donna Dixon	Calgary Phoenix Striders
Dave Dunn	Edmonton Masters
Jakki Poirier	Calgary Warriors
Phil Booth	Edmonton Harriers-NEAT Proxy
Nathan Lennie	Capital City Track Club

### Non-Voting Delegates:

Ian Gordon	Official
Eric Wittenberg	Official
Ian Maplethorpe	Member
Philippa Fairbairn	Official
Louise Delsing	Official
James Rosnau	Staff
Bradly Babiak	Staff
Sheryl Mack	Staff

#### 1.0 Call to Order

James Rosnau called the meeting to order at 10:10 am. It was noted that Christine Lavery, VP Personnel, was unable to attend due to a prior commitment

#### 2.0 Adoption of the Agenda

**MOTION: To approve the Agenda**

**MOVED: (Nathan Lennie/Gary Foster)** that the Agenda, as circulated, be adopted.

**CARRIED**

#### 3.0 Approval of Minutes from the 2015 Annual General Meeting

Voting Delegates: Louise Buskas was not listed as a voting delegate in the 2015 minutes.

2.0 Adoption of the Agenda- correction to spelling: Brian Kropman

5.0      5.1      Amend point 4 to read:

The Board decided that in the best interests of the Association we would no longer financially support the EITC

**MOTION: To approve the Minutes of the 2015 AGM as amended**

**MOVED: (Dave Dunn/Sean Freeman)** that the 2015 Minutes, as amended, be adopted.

**CARRIED**

#### **4.0 President's Address – Linda Blade**

- Linda acknowledged and thanked Board members, staff, clubs, and officials while reporting on progress in areas of governance, management and achievements in 2015.

#### **5.0 Administration Committee Report – Evelyn Burnett**

##### Financial Report and Statements

- The 2015-2016 Financial Statements were restructured to reflect the proper format for a non-profit
- The Alberta Societies Act does not require audited financial statements, a review of the 2015-2016 Association accounts was completed and signed off by two members at large, Daniel Rawson and Jack Leman

**MOTION: To approve the 2015-2016 Financial Statements**

**MOVED: (Nathan Lennie/Gary Foster)** that the 2015-2016 Financial Statements as presented, be adopted

**CARRIED**

##### Approval of the 2016-2017 Budget

**MOTION: To approve the Budget for the 2016/2017 year**

**MOVED: (Daniel Rawson/Jakki Poirier)** that the Budget, as presented, be adopted.

**CARRIED**

#### **6.0 Approval of the Reports**

- A Personnel Committee Review
- B Programs Committee Review
- C Competitions Development Committee Review
- D Masters Sub-Committee Review
- E Officials Sub-Committee Review
- F Office Update

#### **7.0 Approval of the Reports**

**MOTION: To adopt the Reports as presented**

**MOVED: (Gary Foster/Nathan Lennie)** that the Reports, as circulated, be adopted.

**CARRIED**

**8.0 General Business****A Motion 1 – Review and Update of Association Bylaws****MOTION: To rescind the current Bylaws of the Association****MOVED: (Dave Dunn/Nathan Lennie)****CARRIED****MOTION: To approve Bylaws of the Association as agreed upon****Abstained: Officials Sub-Committee Agreed: 45****MOVED: (Nathan Lennie/Gary Foster)****CARRIED****9.0 Elections**

1. President – Linda Blade elected by acclamation
2. Vice President Programs – Rob Fisher elected by acclamation
3. Directors-at-Large
  - Membership elected Ed Moore to the Director-at-Large position

**MOTION: To destroy ballots****MOVED: (Jerome LaPierre/Brian Kropman)****CARRIED**

-Membership elected Nathan Lennie to the Director-at-Large position

**MOTION: To destroy ballots****MOVED: (Jerome LaPierre/Gary Foster)****CARRIED****10.0 Adjournment****MOTION: To adjourn the meeting at 1:17pm****MOVED: (Dave Dunn/ Jerome LaPierre)****CARRIED**

# Branch Report

We have had productive and challenging past year. Needless to say we continue to make progress towards significant change with regards to business processes and programming. We have been diligently working towards increasing our program reach, improving our developmental models for both athletes and coaches, and improving upon engagement with the running communities to foster incremental growth for the Association.

Prior to reviewing both our early accomplishments and the challenges ahead I would like to first acknowledge the following groups who fund us and allow us to operate and serve our membership. Thanks to the Alberta Sport Connection for their continued financial support for the Association. In addition, Athletics Alberta would like to acknowledge the generous partnership support of the Government of Alberta – Culture Alberta, The Alberta Lottery Fund, City of Edmonton, City of Calgary, Edmonton Tourism, Calgary Tourism Authority, Athletics Canada, Sport Canada, the Athletics Legacy Foundation Board, Hershey USA, the Running Room, MEC, RBC Learn to Play, and Jumpstart Athletics. We recognize that without their support, many of Athletics Alberta's goals and future achievements would not be possible.

## Operational Overview

We continue to execute an analysis of operational expenses to ensure that we are fiscally responsible in our management of the Association while also focussing on being able to service the needs of the members in a effective and efficient manner. We have executed an audit of our office support systems specifically our server and the performance of our computers. This audit revealed that our as our technological infrastructure had not been updated since the early 2000's and required some immediate attention.

We have begun the process of updating our operating systems to ensure our information is both secure and accessible. This process should be completed by the end of April.

Our grassroots programming continue to improve. The General Play Skills (GPS) program has seen growth with education partnerships established in both Edmonton and Calgary. We were fortunate enough to receive another RBC grant in support of the "I Can" program which vertically aligns well with GPS to offer a comprehensive programming delivery system from Kindergarten to grade 9.

Coach development Continues to be a focus with some new developments and certification opportunities coming in 2017.

Road running continues to grow. We launched a campaign this year which we are marketing as a turnkey solution for the road running industry. The campaign includes the insurance and sanctioning program from last year and partners this with infrastructure to manage both registrations and timing. We are now positioned to add significant value through these services to race directors across the province.

We continue to pursue the development of Facilities in both Edmonton and Calgary. Edmonton is inching closes as City council approves the exploration of the redevelopment of Northlands Coliseum to become a center of excellence for Sport. This facility would include a 200M track. Discussions in Calgary continue with some new developments on the near horizon (May/June 2017)

The association By-laws went through another review and a notice was sent out to the membership regarding repealing the old bylaws and replacing them with the proposed bylaws in your AGM package. ongoing to be reviewed and ratified.

Athlete Insurance program - We are looking to create a model for athlete funding that provides additional IST support to all members through the CAIP program.

Partnerships - We are excited to announce new partnerships with the following companies Lululemon, Ivivva, Westfort Hotels, Stayability, and we continue to offer our auto rental program with Enterprise.

Athlete funding models - The office together with the competitions committee has been and will continue to review the AADP model. We are looking at moving towards a carding model that will better service athletes across the membership.

## Funding

As we are primarily funded by the Alberta Sport Council it is important for us to monitor changes in the provincial budget annually that may reflect a cut in foundation funding from year to year. We have submitted our application for funding for the 2015-16 year and are pleased to confirm that there have been no cuts to our funding for the coming year. There has been continual dialogue for all sport organizations from Alberta Sport Connection (ASC) with the focus on the development and implementation of the Alberta Sport Plan.

**Additional Reports:** For all other matters regarding Programs or specific reports relating to target event groups (i.e. Masters, Officials or Competitions Development Committee), please refer to the appropriate AGM report documents.

# Financial Review



Athletics Alberta  
11759 Groat Road  
Edmonton, Alberta  
T5M 3K6

April 6, 2017

I the undersigned, reviewed the books and records of account of Athletics Alberta (Track and Field, Cross Country, Road Running) Association for the period of April 01, 2016 to March 31, 2017. My review consisted of discussion, a review of cancelled cheques, statements of account and tests to verify a number of transactions.

I feel the statements of account of Athletics Alberta properly reflect the business operations for the stated period.

A handwritten signature in black ink, appearing to read "D. Rawson", written over a horizontal line.

Daniel Rawson, Member at Large

A handwritten signature in blue ink, appearing to read "Jack Leman", written over a horizontal line.

Jack Leman, Member at Large

[www.athleticsalberta.com](http://www.athleticsalberta.com)



# Statements of Operations

## STATEMENT OF OPERATIONS

April 1, 2016- March 31, 2017

### REVENUE

#### Alberta Sport Connection Grants

Alberta Sport Connection - Scotiabank Marathon	06-May-16	\$	2,500.00
Alberta Sport Connection Program Grant-Interim	02-Jun-16	\$	45,000.00
Alberta Sport Connection - Canada Summer Games	21-Jun-16	\$	45,000.00
Alberta Sport Connection Program Grant	25-Aug-16	\$	70,485.00
Alberta Sport Connection - Alberta Summer Games	06-Oct-16	\$	9,000.00
Alberta Sport Connection Program Grant	30-Dec-16	\$	115,485.00

Alberta Sport Connection - Donation Fund Program	25-Aug-16	\$	20,000.00
Alberta Sport Connection - Donation Fund Program	22-Nov-16	\$	6,000.00
Alberta Sport Connection - Donation Fund Program	28-Feb-17	\$	9,000.00

#### Other Grants

RBC-Learn to Play Project	22-Sep-16	\$	10,000.00
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#### Other Revenue

Membership	\$	184,095.30
Sanction/Insurance	\$	18,792.94
Programs	\$	249,779.32
Bingo	\$	26,538.65
Casino	\$	76,753.54
ETFC Grant	\$	64,505.36
Royal Canadian Legion	\$	5,000.00

**TOTAL REVENUE** **\$ 955,435.11**

### EXPENSES

Communication	\$	16,059.00
Administration	\$	260,704.14
Programs	\$	559,989.51
Marketing/Promo/Grants	\$	-
Board/Committees/AGM	\$	5,940.35
Facility Expense	\$	302.83
Legal Expense	\$	1,686.12
Athletics Canada Fees	\$	26,142.89
Athletics Canada Meetings	\$	3,370.23
Depreciation Expense	\$	19,545.57
Insurance	\$	7,000.00
GST	\$	6,735.52
Bingo	\$	11,220.00
Casino	\$	-

**TOTAL EXPENSES** **\$ 918,696.16**

**EXCESS OF REVENUE OVER EXPENSES - GENERAL** **\$ 36,738.95**

## SUMMARY

April 1, 2016- March 31, 2017

### REVENUE

GENERAL	\$	509,294.68
PROGRAMS	\$	446,140.43

### EXPENSES

GENERAL	\$	431,695.08
PROGRAMS	\$	487,001.08

**TOTAL EXCESS OF REVENUE OVER EXPENSES** **\$ 36,738.95**

# Statements of Operations

## STATEMENT OF CHANGES IN NET ASSETS FOR THE 12 MONTHS ENDED MARCH 31, 2017

NET ASSETS AT MARCH 31, 2016	\$ 294,522.23
EXCESS OF REVENUE OVER EXPENSES - GENERAL	\$ 77,599.60
EXCESS OF EXPENSES OVER REVENUE - PROGRAMS	-\$ 40,860.65
<b>NET ASSETS AT MARCH 31, 2017</b>	<b>\$ 42,843.00</b>

## STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2017

### ASSETS

General Account	\$ 27,768.99	
Casino Account	\$ 893.34	
Edmonton Track & Field Council	\$ 25,494.64	
GIC Fund Account	\$ 231,427.99	
Castledowns Bingo Account	\$ 40,803.72	
Consolidated Gaming Account	\$ 18,585.60	
<b>CASH: TOTAL</b>		<b>\$ 344,974.28</b>
Accounts Receivable		\$ 12,101.88
Equipment		\$ 53,947.20
<b>TOTAL ASSETS</b>		<b>\$ 411,023.36</b>

### LIABILITIES

Accounts Payable	\$ 22,182.03
Unearned Grant Revenue (Note 1)	\$ 57,580.15
<b>TOTAL LIABILITIES</b>	<b>\$ 79,762.18</b>

### NET ASSETS

\$ 331,261.18

<b>LIABILITIES AND NET ASSETS</b>	<b>\$ 411,023.36</b>
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### Note 1

	Grant	Spent	Unearned
Canada Summer Games	\$ 45,000.00	\$ 15,031.91	\$ 29,968.09
RBC Learn to Play RJTW	\$ 10,000.00	\$ 7,882.58	\$ 2,117.42
Edmonton Track & Field Council	\$ 90,000.00	\$ 64,505.36	\$ 25,494.64
	<b>\$ 145,000.00</b>	<b>\$ 87,419.85</b>	<b>\$ 57,580.15</b>

AA follows the deferral method of accounting for grant revenue. Revenue is recognized in the period the related expenses are incurred. The remaining amount is included unearned grant revenue in the statement of financial position above.

# Forecast Budget 2017-2018

Athletics Alberta Budget		2017-2018	2017-2018
		Budgeted Revenue	Budgeted Expense
<b>GENERAL</b>			
Interest	\$	1,500.00	
Membership	\$	180,000.00	
Sanction/Insurance	\$	20,000.00	
GST Rebate	\$	4,000.00	\$ 8,000.00
Miscellaneous In/Out	\$	1,000.00	\$ 1,000.00
Provincial Championship Fees	\$	-	
Provincial Medals	\$	-	\$ 10,000.00
Marketing/Promo/Grants	\$	5,000.00	
Bank Charges			\$ 1,000.00
Insurance			\$ 8,800.00
Supplies/Services			\$ 5,000.00
Copying/Printing			\$ 2,000.00
Phone			\$ 3,000.00
IT/Computers/Software			\$ 10,000.00
Postage			\$ 700.00
Athletics Canada - Membership Fee			\$ 30,000.00
Equipment Rental	\$	1,000.00	
Equipment Upgrade/Purchase			\$ 5,000.00
NCCP-non grant revenue	\$	7,500.00	
Sponsorship			
Indoor Meets	\$	85,000.00	\$ 65,000.00
Grassroots	\$	7,500.00	\$ 7,500.00
Awards Evening	\$	-	\$ -
Business Development	\$	26,000.00	\$ 12,000.00
Casino	\$	70,000.00	
<b>Sub-Total</b>	<b>\$</b>	<b>408,500.00</b>	<b>\$ 169,000.00</b>
<b>COMPETITIONS/TEAMS</b>			
Provincial Teams (Youth/Midget)	\$	45,000.00	\$ 45,000.00
CSG 2017	\$	17,500.00	\$ 17,500.00
CSG 2017 ASC Grant	\$	45,000.00	
Euro Team	\$	-	\$ -
<b>Sub-Total</b>	<b>\$</b>	<b>107,500.00</b>	<b>\$ 62,500.00</b>
<b>STAFF</b>			
Payroll Expense			\$ 245,000.00
<b>Sub Total</b>			<b>\$ 245,000.00</b>
<b>OPERATIONAL EXPENSES</b>			
Legal Expense			\$ 2,500.00
AGM			\$ 1,800.00
Board/Committee Expenses			\$ 5,500.00
Strategic Plan			\$ 7,500.00
Marketing			\$ 7,500.00
Athletics Canada Meetings			\$ 6,000.00
Professional Development			\$ 8,000.00
Program Staff Travel			\$ 4,000.00
Staff Expenses			\$ 2,500.00
<b>Sub-total</b>			<b>\$ 45,300.00</b>
<b>ALBERTA SPORT CONNECTION FUNDING</b>			
Athlete Carding	\$	65,000.00	\$ 65,000.00
Sport Outreach	\$	7,000.00	\$ 7,000.00
Prov. Champ/Prov. Team Staffing	\$	5,000.00	\$ 5,000.00
NCCP	\$	2,500.00	\$ 2,500.00
Officials Development	\$	7,500.00	\$ 7,500.00
Base Grant	\$	143,970.00	
<b>Sub-total</b>	<b>\$</b>	<b>230,970.00</b>	<b>\$ 87,000.00</b>
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>746,970.00</b>	
<b>TOTAL EXPENSES</b>			<b>\$ 608,800.00</b>
<b>NET INCOME</b>	<b>\$</b>	<b>138,170.00</b>	

# Strategic Plan 2017-2020

## Introduction

Athletics Alberta is the registered not for profit amateur sport organization and the provincial governing body for Athletics in Alberta. Athletics is defined as the sport body that encompasses three separate disciplines; Track and Field, Road Running and Cross Country Running. As a provincial branch member of Athletics Canada, Athletics Alberta has the responsibility to promote, coordinate, sanction, and deliver programming at all levels for Track and Field, Road Running, and Cross Country running in the province of Alberta.

The Athletics Alberta leadership with feedback from its members has assembled this strategic plan document as a foundational guide with specific goals to be executed and measured over the next four years (2017-2020). The goal was to assemble a plan that aligned with Athletics Canada's strategic pillars while also considering specific strategic initiatives provincially.

The framework assembled reflects four identified strategic pillars with specific goals assigned to each pillar that are supported by the strategic objectives.

## Our Values

Hard Work  
Fairness  
Sport for Life

Excellence  
Respect  
Inclusiveness

Co-operation  
Innovation  
Collaboration

## Vision

Athletics first, Athletics for all, Engage, Participate, Compete and Achieve!

## Mission Statement

Athletics Alberta strives to play a lead role in the development of Athletics as a sport through the provision of programming and competitions that produce engaged athletes, coaches, and officials including those that achieve success at the community, recreational, provincial, national, and international levels.

Our mission will be achieved by successfully integrating grassroots and community activities supported by a strong vibrant club system, qualified coaches and officials, and all others associated within the sport.

## Strategic Intentions

- To focus on serving members and by providing value to members in a unified system of development with a clearly defined operating model that is inclusive of clubs, athletes, coaches' officials, and volunteers.
- To be a leader in developing and expanding our sport programming in terms of outreach and increased participation.
- To organize and facilitate a comprehensive and progressive program for competitions.
- To increase the positive profile and awareness of athletics as a sport of choice while showcasing the sport in innovative and lucrative ways.

# Strategic Plan 2017-2020

## Strategic Pillar #1 – Capacity

Increase capacity by establishing a comprehensive sport delivery model that allows for growth that is supported by quality programming, creative partnerships, innovative facility solutions, and effective communication to our members.

### Targeted Areas

1. Membership
2. Fees
3. Benefits CAIP / Athlete Support
4. Business Development
5. Program Delivery
6. Facilities and Access
7. Improved Communication

### How will success be achieved – Our objectives

1. Membership
  - Expansion of our membership through track and field clubs, road running memberships/clubs and cross-country members.
  - Create a more clearly defined membership structure for all levels (athletes, coaches, clubs, officials, schools, communities)
2. Fees
  - Create and review the fee structure to offer increased value to clubs/ athletes.
  - Offer a seasonal fee structure, road running memberships, and cross country memberships
3. Benefits CAIP / Athlete Support
  - More effectively communicate the value of membership by highlighting the existing athlete benefits and promotion of the benefit package.
4. Business Development
  - Creatively establish long-term partnerships with current and future stakeholders to assemble growth opportunities at all levels within the community.
  - Increase potential revenue streams through creative partnerships
  - Increase our social media presence
5. Program Delivery
  - Be deliberate in our program delivery by engaging participants at all levels of the Long Term Athlete Development pathways.
  - Position the General Play Skills program as a primary component of physical literacy programming in the provincial elementary school systems, summer camps, and municipal community recreation levels.
  - Increase the capacity of our Run-Jump-Throw-Wheel (RJTW) programming and successfully connect the GPS activations to the Athletics Alberta club system
  - Increase aboriginal and new Canadians programming delivery through strategic partnerships
6. Facilities and Access
  - Assemble innovative solutions that will support the growth of the organization.
  - Explore the possibility of building facilities to support growth through a training center to be utilized by all provincial sport organizations to train and develop high performance athletes.
7. Be more effective in our communication to our members
  - Better utilize surveys and membership feedback tools to evaluate and improve on the sport delivery model.

**What would success look like** – Athletics Alberta would demonstrate incremental growth of membership (clubs, athletes, coaches, and officials) over the next four years.

- A quality club system supported by a facility access strategy and/or new Athletics facilities.
- A clearly defined club fee structure that permits seasonal memberships.
- Increased memberships in clubs by 5%
- GPS and RJTW programming delivered to a minimum 75% of elementary schools in Alberta
- Increased corporate partnerships.
- Assemble a facilities solution to promote the growth of the sport in the two major centers in Alberta (Edmonton and Calgary).
- Establish a system to attract, train, and retain certified coaches at all levels that would support the growth of the membership and increase the number of coaches in the system by 25%.

# Strategic Plan 2017-2020

## Strategic Pillar #2 – Events

Through careful planning, Athletics Alberta will assemble an events strategy that enhances participation and performance opportunities that will promote the development of athletes, coaches, and officials at all levels. This will be done by partnering with stakeholders to assist in the delivery of quality events that support our athletes reaching national and international level competitions.

### Targeted Areas

1. Education
2. Outreach
3. Value
4. Meaningful events and competitions for all age groups and skill levels throughout the province
5. Offering continuing education for events (Officials development, meet directors, race directors, coaches).
6. Competitions – create opportunities for events to be executed in all 8 zones of the province

### How will success be achieved – Our objectives

1. Education
  - Design a system for identification and development of officials and pair this development with events (Tri-Prov) for practical experience.
  - Identify and evaluate all registered coaches within the membership to assess their coaching levels and support developmental coaching opportunities through our team events (Alberta Summer Games, Canada/Western Canada Summer games, Euro team, Legion Championships, and Tri-Prov competitions)
2. Outreach
  - Work with provincial and national stakeholders (ASAA, CIS, ACAC, Athletics Canada) to design a competitive calendar that considers all levels of competitions throughout the indoor & outdoor season schedules for all disciplines (road running, cross-country, track series).
  - Utilize sanctioning to ensure the highest level of events for all disciplines.
  - Develop and deliver an online platform that outlines insurance and sanctioning criteria to support the delivery of quality events.
  - Improve the capacity of the website to become a more interactive tool to engage the membership
3. Value - Promote and supply event tools
  - Assemble a comprehensive package that includes registration, sanctioning, insurance, timing, apparel as a turn key solution for road running and cross country events.
  - Create innovative solutions by assembling leading edge technologies to promote and support the event experience.
4. Equipment Strategy
  - Work with stakeholders to create a synergistic equipment strategy that is accessible and sustainable and that also compliments and promotes the hosting of events at all levels.
5. Meaningful events and competitions
  - Assemble events for all age groups and skill levels that will positively encourage participation in our sport while also attracting new participants to Athletics.
  - Promote and support National and International competitions to highlight the development of the provinces high performance athletes.
6. Offering continuing Education for events
  - Create a revised meet directors guide and course to create a sustainable development model for recruitment, support, and ongoing education for meet directors.
  - Create a network of Technical affiliates.
  - Identify new potential race directors and offer training opportunities through certification courses.

**What would success look like** – Offer appropriate events and equipment that add value to the membership and increases growth and revenue.

- Increased number of officials over the next four years by adding 40 new officials by 2020
- Assemble a 10 race series of sanctioned and insured road races with a provincial road racing series by 2020.
- Ongoing hosting of Provincial and National and International competitions
- Collaboration between event stakeholders as it pertains to events

# Strategic Plan 2017-2020

## Strategic Pillar #3 – Leadership

Athletics Alberta will develop a culture of excellence and become a leader in the Athletics landscape within Canada.

### Targeted Areas

1. Board development
2. Evolve business relationships by creating new partnerships in the private sector.
3. Create diversity on the Athletics Alberta board by recruiting a more diverse representation from both the AA community and private sector.
4. Advise members on Club Governance
5. Sound financial management and transparency
6. Increased commercial value to the association with regards to funding and sponsorship.
7. Establish a coach mentorship system that develops and recognizes coaches
8. Athlete outreach/ Athlete Representatives
9. Establish Officials mentorship and recognition system

### How will success be achieved – Our objectives

1. Board development
  - Create a board orientation manual to assist with the transition of board members.
  - Assemble board appointed committees as needed to support the execution of the strategic pillars
2. Evolve Business relationships and fulfilling diversity roles on the board.
  - Focus to place board members from the corporate community in targeted roles to create a diverse leadership structure that will promote organizational growth.
3. Advise members on Club Governance
  - Create a best practices resource for members with regards to club governance.
4. Sound financial management and transparency
  - Provide transparent financial reporting to members that is accessible and informative
5. Increased commercial value to the association with regards to funding and sponsorship.
  - Increase revenue by creating and maximizing corporate partnerships
  - Implement a social media strategy to commercialize Athletics Alberta assets
  - By increasing capacity we will target financial growth through the private and governmental funding models
6. Build on coach development and establish a coach mentorship system
  - Establish a coach mentorship model that promotes synergistic development of the coaching faculty
  - Identify and develop a system that recognizes the positive and informed best practices in coaching leadership.
7. Athlete outreach/ Athlete representatives
  - Create an athlete outreach program to maximize our athlete profiles.
  - Create an athlete ambassador program that links new participants with prolific national calibre athletes.
8. Establish Officials development and mentorship system
  - Create a level of achievement/recognition system.
  - Issue awards for years/levels (5 year, 10 year, 25 year, lifetime).

### What would success look like – Athletics Alberta viewed as a national leader in Athletics programming and governance.

- Improved governance with a more diverse Board of Directors.
- Increase funding from government and the corporate sector.
- Increase social awareness of the Athletics landscape in Alberta. Increase our Facebook presence to 1500 followers and our Twitter presence to 3000 followers. This represents an annual increase of 10%/year.
- Athletics Alberta athletes, coaches, officials and leaders nationally recognized. This means offering sustainable development paths for coaches and officials while offering a more targeted funding model to support athlete's goals.

# Strategic Plan 2017-2020

## Strategic Pillar #4 – Performance and Development

### Targeted Areas

1. Athletes
2. Coaches
3. Facilities
4. Clubs

### How will success be achieved – Our objectives

1. Athlete
  - Developmental Funding – the goal is to work towards decreasing team fees over the four years and providing a funding model that supports the athlete development pathway.
  - Athlete funding model reviewed, evaluated, and redesigned to better service the membership.
  - Recognition and acknowledgment of provincial Olympic representatives.
  - Create additional training and competition opportunities for athletes.
  - Effectively identify, recruit, and retain athletes.
  - Make a targeted effort to support AC athlete development and funding model.
  - Identify and support Athlete Development pathways.
  - Increased funding and support- teams, CAIP (insurance).
  - Improve upon IST (Intergated support teams) opportunities for Alberta athletes.
2. Coach
  - Establish a coach recruitment tool through partnerships with the ASAA to recruit and train coaches interested in coaching in the club system.
  - Establish a framework for coach professionalization that identifies specific requirements and criteria for coach certification beyond the NCCP program.
  - Promote our certified coaches to the membership
  - Provide a level of funding support for compliant mentor coaches based on an evaluation, accountability and professional development.
3. Facilities
  - Create opportunities for an indoor field house facility in Calgary and Edmonton to support the growth of the sport.
  - Establish Alberta as the center of excellence for Athletics in Canada by building a training facility in either Edmonton or Calgary that includes a hydraulic 200M indoor banked track.
  - By building a fieldhouse Athletics Alberta will be able to support the capacity pillar of the strategic plan while also adding a community health and wellness facility to service the need for the “Live Active strategy” in Edmonton and the “Team Spirit Advancing Amateur Sport for All” Strategy in Calgary.
  - The Fieldhouse will serve as a center for high performance training that will allow athlete and coaches (not only from athletics) but from all sports to train and achieve their performance goals in a fully integrated environment that includes high performance equipment, injury prevention, and injury rehabilitation.
  - Support the goal of attracting national and international calibre indoor events to Alberta.
4. Club
  - Provide leadership and guidance to support club development by providing a link to resources that support athlete and coach identification, recruitment, and training.
  - Establish club structure criteria and club level system throughout the province. Where Club level is defined to include; **Developmental - RJTW and GPS High Performance and Events based clubs**
  - Establish consistency in program delivery.
  - Encourage club structure to support and compliment programming

### What would success look like – To increase the quality of coaching and athlete performance as it relates to Canada Games and National team programs.

- Improved integrated support systems for NextGen identified athletes and future Olympians.
- Provide targeted funding to develop national level athletes.
- Provide funding support for coaching development and mentorship.
- Improve the quality of coaches in the province by establishing criteria to measure and track development.
- Assemble a facilities solution to promote the growth of the sport in the two major centers in Alberta (Edmonton and Calgary).
- Establish a well-defined and supported club system.



# Strategic Plan 2017-2020



## Supporting mechanisms for the 2017-2020 Athletics Alberta strategic plan

- 1) The Athletics Alberta Board will monitor the ongoing progress of this strategic plan at its board meetings and provide updates to the membership at the Annual General Meeting.
- 2) While this document outlines a 4-year plan it should be understood that this document is a fluid document and may change over time due to external factors.
- 3) The strategic plan objectives will be executed through the daily operations of the Athletics Alberta office and its staff.
- 4) Ongoing evaluations of the strategic plan will occur and be measured by several mechanisms, such as but not limited to; surveys, questionnaires, summits, symposiums and open communication.

## Appendix Definition of Terms

- I. RJTW (Run-Jump-Throw-Wheel) – A national program supported by Athletics Canada and sponsored by Hershey's that is a grassroots program that aligns with the learn to train level of the Canadian LTAD.
- II. GPS – A grassroots program created and developed by Athletics Alberta that aligns with the Active Start and Fundamentals levels of the Canadian LTAD and is delivered through various vessels (schools, clubs, summer camps, and municipal recreation programs).
- III. LTAD – Canada's Long Term Athlete Development model.
- IV. ASAA – Alberta Schools Athletic Association
- V. CIS – Canadian Interuniversity Sport
- VI. ACAC – Alberta Colleges Athletics Conference
- VII. AC – Athletics Canada
- VIII. CAIP – Canadian Athletes Insurance Program
- IX. NCCP – National Coaching Certification Program
- X. IST's – Integrated Support Teams

# Bylaw Update & Review

To consider and vote on a special resolution in the form annexed hereto to repeal and replace the Bylaws of the Association.

## Slate of Nominees for 2017 Board Positions

**Candidate:** David Smythe CPA, CA    **Position:** VP Administration, by acclamation

David comes to us from outside the Athletics world and brings with him a high level of financial and board level experience. David is an avid volunteer in the community and has served as the chairs on the Edmonton Down Syndrome Society board as well as the Uniquely Me fashion show and fundraiser annual gala. David studied accounting and business law at the University of Alberta and holds the professional designation as both a CPA and CA which leads to his high level knowledge of business accounting practices. David is also a highly networked professional who can assist in bringing a more business oriented focus to the Athletics Alberta board.

**Candidate:** Christine Laverty    **Position:** Vice-President Personnel, by acclamation

Christine Laverty's track career began in 1969 where she raced competitively on the Quebec provincial team in events ranging from the 400m through to the Mile for over five years. Christine began coaching with CALTAF in 1999 and is currently coaching with the Caltaf distance group.

Christine holds a level 4/5 National Coaching Certification in Athletics. She also has a BSC in Biology and Physical Education and a Bachelor of Education all from Concordia University, Montreal, PQ. Besides her coaching involvement, Christine has held many meet management positions including Track Meet Director for the Greater Montreal Interscholastic Athletic Association (1976-1987), Meet Director for the Jurassic Classic Gymnastics meet (1995-present) and Chair for the Canadian National Championships for Canada in 2011 and 2012, which were the Trials for the World Championships and Olympics respectively.

Christine also previously worked as the gymnastics Supervisor at the University of Calgary for 10 years. This role involved daily operations, which included staffing, programming, scheduling and payroll. This management role included interviewing and placing staff and coaches, executing annual reviews, and promoting community relations between the university and the community.

# Slate of Nominees for 2017 Board Positions

## **Candidate: Dan Lauzon    Position: Director At Large**

Thank you for taking the time to review my application for the Director at Large position. I believe that I will bring a number of vital qualities to the position, some of which I will endeavour to outline below.

In 2008, Edmonton Thunder Track and Field Club hired me as a youth development coach. Since that time, I have created my own program, the Mini-BOLTZ, which allows children as young as six to experience Track and Field for the first time. Since its inception, I have expanded the program into three different training groups with a coaching staff that includes one coach and five volunteers. The program is currently set up to mentor as many as 55 youth, which range from absolute beginners to seasoned veterans, through their track and field careers. I strongly believe that my position as the coordinator of this youth development program provides me with additional insight that many other individuals do not have.

In 2011, the Edmonton Track and Field Council elected me as the Vice President. Since then, I have contributed to organizing our storage areas, worked with the Kinsmen to add training lines to our the field house track and created a whole new set of Bylaws for the Edmonton Track and Field Council. I have been working with the current president to create a clear direction for our group and we have even begun to put on some of our own events. I feel that this position is a good fit for my abilities and qualifications and that I will bring many valuable skills to this position.

## **Candidate: Ian Gordon    Position: Director-at-Large**

I have been a competitor, a coach, and an official. I competed from 1965 to 1984, and represented Canada as a 400m sprinter at the 1970 Commonwealth Games, the 1971 Pan-Am Games, and the 1972 Olympics.

I coached the sprints from 1985 to 1988 for Calgary Track West. One of the athletes that I coached competed in the 1988 Seoul Paralympic Games, where she won a gold medal in the 100m and a silver medal in the 200m. I have been an official since 1988, and I am a level 5 starter and a level 5 track referee. I am also a National Mentor and a National Clinician. I served as the Alberta Branch Officials Chair from 2007 to 2011, and I served on the National Officials' Committee (NOC) from 2011 to 2015. Currently, I am on the Mentorship and Assignments sub-committee of NOC.

I have officiated in 2001 IAAF World Championships in Edmonton and the 2010 IAAF World Junior Championships in Moncton; and also, the Canadian Championships in 2000, 2001, 2011, 2012 and 2015. I have also officiated at the World Masters Championships in Kamloops (indoors in 2010), in Sacramento, USA (2011), in Lyon, France (2015), and Perth, Australia (2016). In addition, I have served as a board member of the University of Calgary Swim Club, the Lindsay Park Sports Society, and the Calgary Track Council.

## **Candidate: Marc Mundell    Position: Director-at-Large**

I studied Sport Sciences at the University of Pretoria whilst pursuing a sporting dream of competing at the Olympic Games. I completed my Bachelor's degree in 2004, and received the Tuks Student Sportsman of Year Award that same year. I completed my Sport Sciences Honour's degree in 2005, and graduated with my Master's degree in Human Movement Sciences in September 2011.

As Project Manager for the SA World of Tennis – The National Tennis Training Academy in September 2006 I developed skills; which included sponsorship recruitment, talent identification, event marketing, tour planning and management and co-ordinating a guest speaker programme.

In December 2007 I resigned in order to participate in a Doctoral research study at the Australian Institute of Sport (AIS) in Canberra, whilst training with the Australian Olympic race walking squad. I established a new 50km National Record on debut in 2009, and eventually realised my sporting dream in June 2012, when I was announced as a member of the South African Olympic team. I finished 29th at the 2012 Olympic Games in London, setting a new National Record and Continental Record and was acknowledged as the African Male Race Walker of 2012. Since 2012, my sights were firmly set on competing at the 2016 Olympic Games in Rio. I incurred some ill health in 2016 and although I finished 38th in Rio, I was bitterly disappointed.

With preference for high performance sport management, I was elected onto the National Executive Committee for University Sport South Africa (USSA) I served as a Senior Sport Administrator position at the USSA Secretariat from 2010-2015. Since participating at the Olympic Games, I have often performed the master of ceremonies function, and regularly accept guest speaker invitations at various school and corporate functions, deriving great personal joy from motivating and inspiring children to Dream, Believe and Achieve!

I have great expectations for what lies ahead in both my sporting and working life post Rio as a new chapter awaits. With my wife commencing a 5-year contract as a family physician for the Alberta Health Services in January 2017, we look forward to embracing our future opportunities in Rocky Mountain House and Alberta.

