



ANNUAL GENERAL MEETING 2023

AGM NOTICE

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 on the **6 th day of May, 2023 at 10:00 a.m.** virtually online using ZOOM meeting for the following purposes:

1. To receive the report on the association Financial Statements for the fiscal year ending March 31st, 2023.
2. To review and update the association Bylaws and association Governance documents.
3. Elections of Directors for the following positions
 - a. 2 Directors (2-year term)
 - b. VP Personnel (2-year term)
 - c. VP Administration (2-year term)
4. 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 16th day of March 2023.

BY ORDER OF THE BOARD,



Linda Blade, President

AGENDA

Date: Saturday, May 6th, 2023

Waiting room opens 9:30 AM

Meeting 10:00 AM-12:00 PM

Location: Held online via Zoom virtual meetings

1. Call to Order

2. Adoption of the Agenda

3. Approval of the Minutes from the 2022 AGM

4. Association/Executive Director Report

5. VP Administration Report

- Financial Report
- Review of 2022-2023 financial statements and adoption of financial statements
- 2023-2024 Budget Review and Approval

6. Reports

- Personnel Committee Review
- Programs Committee Review
- Masters Sub Committee Review
- Officials Sub Committee Review - Officials Policy Updated and approved.
- Office Update - Annual Update, Strategic Planning 2020-2024

7. Approval of Reports

8. New General Business

A. To review and update the association Bylaws and association Governance documents

9. Elections

- a. 2 Directors (2-year term)
- b. VP Personnel (2-year term)
- c. VP Administration (2-year term)

10. Closing remarks/ Adjournment

MINUTES 2022

Minutes of 2022 Annual General Meeting

Annual General Meeting 2022 Agenda

Date: Saturday, May 7th, 2022

Meeting 10:00 AM-12:00 PM

Location: Held online via Zoom virtual meetings

AGENDA

1. Call to Order 10:08 a.m.

2. Members in Attendance: James Rosnau, Beth Harding, Tara Shiu, Jessica Ansell, Alicia Willoughby, Stuart York, Jackie Cullen, Robert McKinnon, Linda Blade, Samantha Read, Paula McKenzie, Sean Freeman, Ed Bickley, Ritch Braun, Linda Blade, Josh Nwosu, Kianna Peterson, David McLaren, Laura Verbeek, Irene Gaudet, Blake Pedersen, Yixi Song, Ian Gordon, Rod McBeth, Walter David, Mark Rowe, Donna Dixon, Wes Moerman, Stephen Campbell, Jason Ragan, Kyle de Gannes, Evelyn Burnett, Dave Keenan, Dwayne Van Straten

3. **Adoption of the Agenda** Moved by: Irene Gaudet; Second Ian Gordon. Passes.

4. **Approval of the Minutes** from the 2021 AGM Moved by: Stewart York; Second Corrine Timmer. Passes.

5. **President's Report** – Linda Blade

Congratulations to Athletes and review of Strategic Plan highlights. Congrats to Marco Arop for his success. Matt Gentes is now interim CEO at AC. AC trans-gender policy under review. Thanks to staff, board, and athlete reps. Special thanks to athlete reps, masters committee, officials committee.

6. **VP Administration report** – Sean Casault

- Financial Report – Emerging from Covid and had a solid bounce back in membership fees and revenue. Gov grants came in higher than anticipated. We are well-positioned for 2023. Question related to WMA expenses (Rod McBeth) – James responds that we need to return \$250K to the Government of Alberta for the WMA 2023 grant that we received. Nothing out of pocket other than that.
- Review of 2019-20 financial statements and adoption of financial statements – Motion to approve financials as presented: Moved by Jason Ragan; Evelyn Burnett second. Motion carried.
- 2021-22 Budget Review and Approval – Motion to approve the budget as presented: Moved by Irene Gaudet; seconded by Sean Casault. Motion carried.

MINUTES 2022

Minutes of 2022 Annual General Meeting, Continued

7. Reports

- **Personnel Committee Review** - Stuart York

James' contract is tied to our strategic plan. Staff stable. Coaching certifications up. Thanks to Carmyn. Safe Sport Officers set up.

- **Programs Committee Review** - Paula McKenzie

Excited to emerge from Covid. Busy portfolio and our provincial teams are back up and running, including XC teams. Collaborations between clubs hosting meets has been undertaken. Multi-events programming for U14 undertaken. AADP now includes para cards. BIG thanks to Nick for all his effort.

- **Masters Sub Committee Review** - Donna Dixon

Disappointed with cancellation of WMA. Jess O'Connell has a great webinar on Masters Cross Training.

- **Officials Sub Committee Review** - Irene Gaudet

Mentors assigned to Officials. Lots of virtual meetings. Year ahead is very busy. Electronic database for Officials will come into place and will be a learning curve but will be a lot easier once we all get trained on it. Eric Wittenberg - 50th year of Officiating. Alberta will have one of the highest numbers of officials in the country.

- **Office Update** - James Rosnau

We had 31 strategic intentions, completed 13, and have 9 on the go IN THE FIRST YEAR. Carmyn is a rock star with a number of coaches trained and in process. The volume of work that Nick has achieved has been amazing. Kudos to the staff. New partnerships. New branding. Apparel program. Several 2023 Strategic Goals including a complete bylaw review and updating.

8. **Approval of Reports**- Motion to approve Reports as presented: Moved by Ian Gordon; seconded by Dave Keenan. Passes.

9. New General Business

- Review and updating of the Bylaws (see package for edits): Discussion = Rod McBeth rationale behind signing of contracts; Executive Director to sign with specific board members; edit made because Executive Director has more information related to contracts of employment; simply operational in nature. Sean Casault and Stuart York in agreement that the Executive Director should sign contracts and not board members.

MINUTES 2022

Minutes of 2022 Annual General Meeting, Continued

Approve bylaws as presented: Moved by Paula McKenzie; seconded by Evelyn Burnett. Motion Passed, one opposed.

Revision of the recreation membership – Explore the expansion of the Recreation membership to include all age categories. Call for the Vote on a \$25 recreation membership category to promote the grassroots development of our sport. See supporting information in the AGM package.

Discussion - some athletes want to try and not compete. Conversion often happens. Jason Ragan – how much additional club responsibility for this membership? No more than any other athlete. Evelyn asks why one week for a free trial instead of two? No other sport has a trial term – longer trial with small financial commitment. Keep one week trial for those who may want to do camps. Evelyn is against reducing the two-week trial being reduced to one week. Jason, Kianna, Corrine, Tara, Dwayne all support keeping a 2-week trial instead of dropping to one week.

Revise motion: To expand the \$25 rec membership to be applicable to all age categories. Moved by Corrine Timmer; seconded by Tara Shiu. Passes.

10. Elections

President (2-year term) Linda

VP Programs (2-year term) Paula McKenzie

Directors at Large (2-year term) – List of Nominees Ian Gordon, one DAL vacant

11. **Closing remarks/ Adjournment** Moved at 11:21 a.m. by Irene Gaudet.

REPORTS

ASSOCIATION/EXECUTIVE DIRECTOR'S REPORT

As Always, I will open with an acknowledgement of the following groups who fund Athletics Alberta allowing us to operate and serve our membership. Thank you to the **Ministry of Culture**, for their continued financial support of the association. In addition, we would also like to acknowledge the generous partnership support from the **Alberta Lottery Fund, City of Edmonton, City of Calgary, Edmonton Events, Calgary Tourism Authority, Athletics Canada, Sport Canada, the Edmonton Legacy Foundation Board, the Edmonton Sport Council, the Running Room, the Government of Alberta**. We recognize that without the support of our partners many of the Athletics Alberta goals and achievements would not be possible.

Strategic Update - As we entered the execution of our new strategic plan, the Athletics Alberta staff members gathered in September to operationalize the strategic intentions as outlined in the 2021-2024 strategic plan. The 2021-2024 strategic plan can be viewed in the following pages of this document and on the Athletics Alberta website. Below is a year two progress, which can be summarized by one word- GROWTH!

1.Capacity - I believe this category best reflects the **positive impact on the association and its growth. There are 8 initiatives in the Capacity pillar, and all have experienced expansion or growth in 2023.**

a. The Mini Legends program is booming. The interest in the program has grown exponentially and we are hopeful to reach 15,000 participants with the program in 2023. We are launching our first ever Mini Legends “all day” summer camps in July.

b. The successful growth of the Mini Legends program is directly related to the financial support from the Athletics Canada through the Branch Grant Program. The funding support (from Athletics Canada) provided us with the necessary resources to purchase the portable Mini Legends stadium and trailer. The Mini Legends caravan is set to go out to 10 rural communities over the next 4 months in addition to activations in our major centers. A special thanks to Athletics Canada for their ongoing financial support through the branch grant initiative.

c. From a facility perspective the new projects coming online in 2023 and beyond include outdoor upgrades Lacombe, Red Deer, Calgary (Glenmore and Foothills) and Indoor Calgary Fieldhouse is moving forward, and Edmonton continues to explore options for a new space. The Kinsmen Sport Center is scheduled to be resurfaced in 2024 and will offer a refurbished indoor space for the Edmonton based clubs.

REPORTS

EXECUTIVE DIRECTOR'S REPORT, CONTINUED

d. Our membership continues to grow as demonstrated by our largest indoor provincial championships where we had 2000 entries over the 2 days. Further we also added 15 new officials to the sport in 2023 and our coach membership has grown to over 200 certified coaches in the province. Finally, the AADP program funded the most Athletes ever in 2022/23.

e. Our communications continue to excel under Beth's guidance as our social media channels have all grown in followers/ viewers. We have updated the MLP website and continue to work on simplifying access to information.

2.Events

a. The "Warm up to World" event in July 2022 was excellent and set up Edmonton as the annual host of this event within the Athletics Canada National track and Field tour. Moving forward it will be called the **Edmonton Athletics Invitational**. Come check out this year's action taking place on July 2nd.

b. Officials development continues under Irene's leadership. The official's scheduling APP was used at both AIG and the Indoor Provincials. It gave the officials community a good introduction to the platform. The officials' fee has also been established and implemented in 2023 which will provide the necessary funding to continue to identify and develop officials.

c. Our coach development continues to lead the way in Canada under the guidance of Carmyn's leadership. We have 202 registered coaches and 201 of them are up to date on their coaching PD and certifications. This is a real positive in the Safe Sport era of coaching. The programs team (Nick, Paula) have also successfully compiled a coach succession pathway regarding coach selections for Athletics Alberta teams.

d. Regarding current and future events; we have built out a long term event hosting strategy in partnership with Athletics Canada that identifies a runway of national and international events through 2030 which culminated with the possibility of hosting the Commonwealth games! We continue to work with Chris Winter at Athletics Canada to align our events strategically in the annual calendar through 2024.

e. The event strategy also recognizes and identifies the equipment needs in the Athletics community to ensure we are providing the necessary equipment in support of the level of events.

REPORTS

EXECUTIVE DIRECTOR'S REPORT, CONTINUED

3. Leadership

a. The safe sport process continues to evolve. Through the efforts of key board members and the staff we were able to win a grant to advance our governance and update them with the safe sport process. The outcome is we will have an updated governance structure and safe sport process. We have completely rewritten our board governance documents and married them to updated bylaws which you can find in the AGM package.

b. The annual awards in person will return this year in a hybrid model. Members can attend in person or virtually. We intend to launch the first Hall of Fame ceremony as a component of the awards.

c. We are in the process of updating our messaging around a cross sport promotion. The message is going to be built around the slogan "If we are not your first sport, we should be your other sport." More on this to come throughout the year but this is a new message to create awareness of Athletics.

d. At the time of writing this document we have been attracting a lot of interest in the corporate sector. As such we may have several new partner announcements early in the fiscal year. Further we have built out a new revenue campaign that is targeting corporate donations. Again, more to come on this throughout the summer and beyond.

4. Performance and Development

a. The first 3 initiatives related to coaching have been achieved and will continue to grow and evolve. Athletics Alberta has established a well-defined coach development pathway and associated criteria that coaches can very clearly understand. Further we have recruited and trained several new coaches through the programming around the Mini legends Program and the alignment of coaching at the Jr/Sr high school level. We have also realized advancement in the Para development side of coach training with AC partner initiatives.

b. The work around the AADP process has been completed and we were able to specifically target athlete funding to align with the Athletics Canada CAPP program.

c. Facility development is really booming in Alberta. New outdoor projects taking place in 2023 include: Calgary (Glenmore and Foothills) and Red Deer (Lindsay Thurber 2024) Lacombe (scheduled for 2024). Indoors we have made significant progress in Calgary which should see a new 200M indoor Hydraulic banked track announcement in the fall of 2023 and progress continues to be made in Edmonton on the Sports Center of Excellence at the Edmonton Expo Center.

REPORTS

EXECUTIVE DIRECTOR'S REPORT, CONTINUED

d. There are several para initiatives that will be realized this coming year. Calgary (in partnership with CALTAF) is offered a Para Coach training weekend in March and Partnerships with the Steadward Center in Edmonton with offer a coach athlete training session in April/May.

e. Our calendar is essentially built out through 2024 which offers hosting opportunities across the province throughout the year. This could only be done by synchronizing the discussion that considers long term athlete development.

f. We happily celebrate the achievement of our very own World Athletics superstar, Marco Arop, who ended the 2022 season as World #2 Ranked Male Runner in the 800m. Marco's success included a bronze medal in the 800m at the 2022 World Championships in Oregon. Special CONGRATULATIONS to Marco and coach, Ron Thompson!

We are so proud of all Athletics Alberta affiliated members who contributed to Team Canada at the 2022 World Athletics Championships in Oregon. Athletes and coaches from this province are shown in blue on the chart below. We applaud their accomplishment during this past year.

ATHLETE		EVENT	CLUB	COACH
Marco	Arop	800m	Running Room Athletics Club	Ron Thompson
Liz	Gleadle	Javelin	Vancouver Thunderbirds TFC	Larry Steinke
Malachi	Murray	4x100m	Capital City Track Club	Rob Fisher
Ryan	Smeeton	3000mSC	Oklahoma State University	Dave Smith
Benjamin	Williams	4x100m	Running Room Athletics Club	Dwight Francis

One of our Alberta Masters' athletes, Mr. Arnold Nett, made history, having turned 90 years of age over the past year. At the Alberta Indoor Games (February 4-5, 2023) Arnold established a M90 Canadian Pentathlon record and a 60M hurdle record. There were no existing records. He also broke the M90 high jump record. Congratulations, Arnold!

REPORTS

EXECUTIVE DIRECTOR'S REPORT, CONTINUED

Partnerships

We are excited to continue our partnerships with Lululemon, Marriott Hotels, Playteck Enterprises, Impact Canopy. A reminder that Nike Athletics Alberta apparel is available in the online store on our website.

We are also pleased to add the following new partners in 2023; Arc by Pivotal Physiotherapy, Combined Insurance, Corporate Challenge Edmonton, Edmonton River Hawks, Edmonton Stingers, and Do North Events, and Playbuilder/Sport For Life.

Additional Reports

For all other matters regarding programs or specific reports (Masters, Officials, Personnel, President or Administration) please refer to the additional supporting AGM documents.

Finally I would like to acknowledge and extend my gratitude and sincere thanks to all the board members, officials, and volunteers for your continued efforts over the last year. You are all integral contributors to the ongoing success of our sport.

Operational Goals for 2023/24

- Continue to position the Athletics Alberta team to be leaders in Athletics in Canada by providing guidance and leadership development opportunities for our team.
- Establish an updated road membership category and race director summit to better collaborate and build out AA's reach in the road community.
- Launch a multisport membership revenue model that marries athletics to other leading sports like soccer, basketball, volleyball, baseball.
- Position the Mini Legends Program to be the new national program.
- Build out the framework around the athlete ambassador program in 2023 for launch in 2024.
- Establish a long-term event hosting strategy for Edmonton and Calgary through 2030
- Continue to expand partnership opportunities in the corporate sector.

James Rosnau
Executive Director

REPORTS

VICE PRESIDENT, ADMINISTRATION REPORT

Year in Review

Back on track both literally and figuratively seems a good theme for the year, with almost a full year without any pandemic related restrictions from about March/April 2022 onwards. As the year progressed, we had largely normalized sport activities particularly during the outdoor season and the indoor season towards the end of 2022 and into 2023. The Athletics Alberta team continued to work with Athletics Canada and other key stakeholders at the provincial and local levels to support Athletes getting back on track. Growth in memberships, events, programs surged to the forefront and the association rose to support in all these areas. Overall, it was a solid year with good progress on our strategy as an association.

Strategic investments:

In this past year, we continued to invest in key areas identified in the Strategic Plan (2021-2024) as follows:

- Strategic Pillar 1 - Capacity: Investments in Mini Legends, R-series, grassroots programming, and AADP
- Strategic Pillar 3 - Leadership: Completion of a full governance review and by-law updates
- Strategic Pillar 4 - Performance & Development: Investments primarily focused in coaching and officiating development

More detail on how these investments benefited our members and the sport within Alberta will be covered by my colleagues in their reports. I cannot understate the great work being done by James Rosnau, Beth Harding, and the balance of the Athletics Alberta team in these areas.

REPORTS

VICE PRESIDENT, ADMINISTRATION REPORT, *continued*

Revenue, Program Expenses, and Income:

Overall membership growth continued to strengthen revenue by \$41,000 for the year. This represents an approximate 16% increase over prior year. On the back of a 19% increase in 2021/2022, this continues to be an excellent growth story for the sport of Athletics in the province. Grant revenue in 2022/2023 fiscal year was also significant, largely driven by the major Athletics event hosted in 2022. The association and the sport of Athletics received tremendous positive feedback and exposure from this event and should expect to continue to plan for future events in years to come. Event Meet revenue swung to positive in 2022 after being previously impacted by the pandemic in prior years. And as expected, Covid related benefits (such as the Canada Emergency Wage Subsidy) were minimal this past fiscal year.

With the return to a full slate of indoor and outdoor sporting activities over the course of 2022 and early 2023, programming expenses increased significantly with \$246,500 in general program expenses and \$177,000 in grassroots program expenses being provided by the Association in the past year. This is an increase in these programming areas of approximately \$165,250 and \$128,000 respectively from the prior fiscal year.

In consideration of this, Athletics Alberta still ended the year in a solid cash position and with a small deficit in net income of \$71,193 compared with a positive \$91,024 for the prior year. The primary drivers for the swing to the negative in this fiscal year are the removal of roughly \$177,100 in Canada Emergency Wage Subsidy (CEWS), and increased programming expenses noted above.

It's important to note that despite the strong membership growth and achievements in growing the sport through our programming, the upward trend in incremental revenue is not keeping pace with increased costs of program delivery. If these trends continue longer term, and we suspect they will, it will mean that we will have some challenging decisions around future program funding as we move through the next few years.

Long Term Debt

As committed at last year's AGM, the \$40,000 loan taken during the pandemic was retired. Due the favorable repayment terms, the association only had to repay \$30,000 and was allowed to retain the remaining \$10,000.

This eliminates all long-term debt carried by Athletics Alberta at this time.

REPORTS

VICE PRESIDENT, ADMINISTRATION REPORT, *continued*

Audit:

Regarding the annual audit requirement for Athletics Alberta, I confirm the following: Athletics Alberta (the “AA”) is a corporation without share capital formed under the Alberta Societies Act (the “Act”). AA bylaws address the requirements for financial statements as follows:

-Article V, subsection 3: The Board shall cause an audit of the financial position of the Association to be done annually, and submitted to both the general meeting and the Registrar of companies as required.

As recommended and implemented each year, Athletics Alberta shall:

-Appoint an auditor or auditors of the annual financial statement of the Association. The auditor(s) shall be:

(i) A public accountant, as defined by the Alberta Chartered Professional Accountant Act, to be engaged to perform the audit; or,

(ii) Two (2) individuals who are members of the Association, neither of whom are a Board member, officer, or employee of the Association.

I confirm that in the current year Athletics Alberta chose option (ii) and Dale Cocks and Brad Besko have completed this task and attested to the financial statements and position of Athletics Alberta.

Governance Review and By-law Updates:

As noted at the AGM last year, we committed to carry out an in-depth review of the Athletics Alberta Board structure, governance model, board and board member development, and board roles (inclusive of by-law changes as necessary) in support of the Leadership strategic pillar in the 2021-2024 strategic plan.

This past year, the Athletics Alberta board of Directors followed through on that commitment and, along with association staff and a professional governance consultant, underwent a complete review of its bylaws and governance documents. The updated bylaws are presented for review at the Athletics Alberta AGM in May and a motion to approve the updated bylaws will be requested.

REPORTS

VICE PRESIDENT, ADMINISTRATION REPORT, *continued*

A summary of the work has been circulated to members, however I feel it's important to emphasize a few points here as well. We undertook this work with the intended outcome of providing an updated SAFE SPORT level of governance for the association and its members while also effectively and efficiently maximizing the talents and skills of each individual board member to contribute to an improved standard of organizational governance.

A few key things were important to this exercise:

- Safe Sport must be clearly aligned within the Bylaws and the Governance Documents.
- We added a skills matrix with the goal of attracting diverse and talented board members whose skills specifically align with the required roles on the Athletics Alberta board.
- The members will continue to elect all directors.
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This was a significant amount of work and I must recognize the contributions of my fellow board members as well as James and his team for the attention, effort, and genuine care put into this important process.

Looking forward

Athletics Alberta has a strong strategic plan, outstanding Association staff, strong membership, and a committed board of directors. I am excited to see what we can collectively achieve for our as we step into the upcoming years.

Sean Casault

VP, Administration

BUDGET

BUDGET vs ACTUALS: 2022-2023 & PROPOSED 2023/2024 BUDGET

	22/23 Proposed Budget	2022/23 Actuals	23/24 Proposed Budget
Income			
4005 Interest Revenue			
4010 Membership Fees Revenue	\$ 220,000.00	\$ 259,277.72	\$ 265,000.00
4025 Equipment Rental Revenue	\$ 750.00	\$ 500.00	\$ 750.00
Program Revenue	\$ 5,000.00	\$ 56,977.72	\$ 25,000.00
4090 GOA - Grant Revenue (Restricted) Edmonton Invitational		\$ 622,560.00	\$ 450,000.00
4100 General Revenue	\$ 400,000.00	\$ 107,077.49	\$ 95,000.00
4115 Gaming Revenue	\$ 2,000.00	\$ 75,723.00	\$ 65,000.00
4120 TOP Revenue	\$ 200,000.00	\$ 327,721.00	\$ 300,000.00
4130 Base Grant Revenue (Restricted)	\$ 171,689.00	\$ 366,889.00	\$ 171,689.00
4140 Expo Revenue	\$ 7,500.00	\$ 1,968.75	\$ -
4205 Sanction Fees Revenue		\$ 3,215.00	\$ 4,000.00
4250 Officials Income	\$ 5,000.00	\$ 3,844.29	\$ 7,500.00
4260 XC High Performance Fund		\$ 180.00	\$ 200.00
4315 LuLu Lemon Revenue	\$ 10,000.00	\$ 3,867.21	\$ 4,000.00
4330 Road - Timing Revenue	\$ -	\$ 600.00	\$ -
4340 Mini Legends Revenue	\$ 30,000.00	\$ 97,947.70	\$ 120,000.00
4380 Run The River	\$ 16,000.00	-	\$ 45,000.00
4410 CSG Fees Revenue	\$ 38,000.00	\$ 38,000.00	\$ 50,000.00
4415 Alberta Summer Games Revenue	\$ 7,500.00	\$ 7,700.00	\$ 7,700.00
Total 4410 Team Fees Revenue			\$ 25,000.00
4510 Indoor Meets	\$ 90,000.00	\$ 102,220.20	\$ 100,000.00
Awards Revenue		\$ -	\$ 13,000.00
4905 Canada Summer Jobs Grant	\$ 5,000.00	\$ 4,714.00	\$ 5,000.00
4345 Safe Sport Revenue		\$ 25,615.00	\$ 10,000.00
	\$ 1,208,439.00	\$ 2,106,598.08	\$ 1,763,839.00

BUDGET

Expenses				
5000 General				
5005 General Office etc	\$ 12,000.00	\$ 28,064.06	\$ 20,000.00	
5010 Strategic Retreat	\$ 20,000.00	\$ 11,415.73	\$ 12,000.00	
5020 Bank Charges & Interest Expense	\$ 2,000.00	\$ 4,883.06	\$ 4,500.00	
5025 Insurance Expense	\$ 22,000.00	\$ 19,189.65	\$ 21,612.00	
5030 Office Supplies/Services Exp	\$ 6,000.00	\$ 3,722.85	\$ 4,000.00	
5035 Copying/Printing Expense	\$ 6,500.00	\$ 5,368.01	\$ 5,500.00	
5045 Telephone Expense	\$ 7,000.00	\$ 7,068.63	\$ 7,500.00	
5050 IT/Computers/Software Exp	\$ 9,500.00	\$ 6,494.51	\$ 6,500.00	
5055 Postage Expense	\$ 1,000.00	\$ 1,236.08	\$ 1,300.00	
5071 Planning/Executive Meetings	\$ 12,000.00	\$ 12,365.68	\$ 13,000.00	
5080x Auto/Fuel Expense	\$ 5,000.00	\$ 1,517.78	\$ 2,500.00	
5125 Vehicle Rental Expense	\$ 3,000.00	\$ 1,941.81	\$ 1,500.00	
5155 Merchant Fees	\$ 13,000.00	\$ 16,275.15	\$ 14,000.00	
5160 Bad debt		\$ 230.00	\$ -	
5530 Professional Development Exp	\$ 2,000.00	\$ 2,635.84	\$ 2,500.00	
Total 5000 General				
5040 Business Development Expense	\$ 5,000.00	\$ 1,449.30	\$ -	
5060 Professional Fees Expense	\$ 5,000.00	\$ 6,566.72	\$ 7,500.00	
5145 Honorarium Expense	\$ 1,500.00	\$ -	\$ 1,500.00	
5165 Contractors (incl marketing)	\$ 40,000.00	\$ 15,600.00	\$ 25,000.00	
5170 Athletics Canada Fees Expense	\$ 45,000.00	\$ 24,570.32	\$ 35,000.00	
5220 Payroll Expenses				
5221 Wages	\$ 300,000.00	\$ 298,147.19	\$ 325,000.00	
5225 Taxes	\$ 20,000.00	\$ 21,051.40	\$ 25,000.00	
5245 Benefits Expense	\$ 30,000.00	\$ 50,105.65	\$ 50,000.00	
5420 Lulu Lemon Expense	\$ 14,000.00	\$ 5,518.81	\$ 6,500.00	
5435 TOP Expense	\$ 200,000.00	\$ 312,419.52	\$ 300,000.00	
5445 Awards Evening	\$ 5,000.00	\$ -	\$ 25,000.00	
5520 Staff Expenses	\$ 3,000.00	\$ 167.20	\$ 500.00	
6000 Programs				
6005 Alberta Teams	\$ 38,000.00	\$ 126,082.34	\$ 10,000.00	
6020 Coaching	\$ 20,000.00	\$ 22,963.66	\$ 25,000.00	
6025 Officials	\$ 15,000.00	\$ 17,013.79	\$ 20,000.00	
6035 AADP	\$ 55,000.00	\$ 62,700.00	\$ 60,000.00	
6045 Venue Rental Expense	\$ 9,000.00	\$ -	\$ -	
6050 Program Logistics Expense	\$ 100,000.00	\$ 40,903.30	\$ 40,000.00	
6080 Grassroots Programming				
6085 Mini Legends	\$ 40,000.00	\$ 134,583.97	\$ 100,000.00	
6090 Run the River /R-Series	\$ 5,000.00	\$ 42,564.69	\$ 45,000.00	
7010 Indoor Meets Expenses	\$ 50,000.00	\$ 80,825.49	\$ 85,000.00	
7030 Bingo Expenses				
7500 Expo (Hall E) Expense	\$ 7,500.00	\$ 200.35	\$ -	
7501 Expo rent expense (Hall E)				
9020 Unearned revenue expense		\$ 195,200.00	\$ -	
Safe Sport Expense	\$ 2,500.00	\$ 24,997.15	\$ 10,000.00	
7601 Athletics Invitational		\$ 575,419.53	\$ 450,000.00	
5550 CA Amortization		\$ -	\$ -	
Sub-Total Expenses	\$ 1,131,500.00	\$ 2,181,459.22	\$ 1,762,412.00	
4900 CEWS Income		\$ 5,645.00	\$ -	
Other Expenses		\$ 1,977.25	\$ -	
TOTAL EXPENSES		\$ 2,189,081.47	\$ 1,762,412.00	
Profit		\$ (71,193.39)	\$ 1,427.00	

REPORTS

VICE PRESIDENT, PERSONNEL REPORT

The 2022 -2023 year for Athletics Alberta was a year of internal growth for our people resources. Led by Executive Director James Rosnau, the rest of the staff has now been in place for multiple years both through and since the pandemic. As a result, the Board is noticing positive growth of our staff. Thanks again to Carmyn James in the role of Technical Manager of Development, Nick Stoffberg as Technical Manager Operations and Beth Harding as Manager of Membership and Communication for their continued work.

In terms of development of other people resources, the training and certification of both coaches and officials are of critical importance to our sport. We now have 170 NCCP fully certified coaches, had 93 coaches participate in a coaching session this past year with 17 new certifications this year.

Last year we reported that we had appointed 2 Safe Sport officers to be on retainer for the Association. These independent individuals are to be called in to investigate and arbitrate any complaints brought in under the Safe Sport Policy. While I would prefer that there were no concerns in this area, I can report that the system does work and this mechanism for dealing with issues will make our sport a safer and better place.

Finally, the World Athletics Council's recent ruling on elite category eligibility is an affirmation of Athletics Alberta's policy to keep our competitive categories sex based. I will continue as a board member to continue to protect the female category all the way to the grass roots.

Respectfully,
Stuart York
VP Personnel

REPORTS

VICE PRESIDENT, PROGRAMS REPORT

It was a busy but exciting year for the VP Programs portfolio. Track and Field in Alberta is rebounding well post-COVID, and we are seeing much growth in athletes and coaching numbers. There has been a palpable upswing of Track and Field in the province which is very exciting.

I wanted to thank Nick Stoffberg for his efforts this year as the Technical Manager - Operations. He has done a great job.

One of our goals this year was to better the Alberta Provincial XC Team selection for XC National Championships in Ottawa. The Selection Criteria were improved, and key coaches from multiple regions were involved in the checks and balances of team selection.

Our Membership well-attended the Calendar Congress. All Clubs that showed interest in hosting an event were contacted, and the schedule was created and given to the Membership. Consideration was given to each age group's athletic pathway, and we worked hard to ensure the competition schedule made sense. The more equitable rotation of outdoor provincial championship events continued and, from the feedback collected, seems to be working for all.

Legions U18 National Championships were held in Sherbrooke, Quebec, headed by Deon Flynn (Head Coach) and Antoine Boussombo, and Esther Sieben and Max Legault (Event Coaches), Alberta placed 2nd overall. Great work to all involved. We are preparing the 2023 Alberta Legion Team standards and will forward them to the Membership shortly. The 2024 and 2025 Legion National Championships will be held in Calgary and hosted by Calgary Track Council. Stay tuned for more information!!

Canada Games were also very successful. Alberta was second overall!!! The women placed 2nd (behind Ontario), and the men placed 3rd(behind Ontario and Quebec). The CSG staff, Head Coach Jason Lindsay, and Team Staff Samantha Read, Jamie Thomas, Ciera Wolf, Jane Kolodnicki, and Maegan Ciesielski, along with Managers Raeleen Hunter and Jaimee Spring worked hard and great experience was had by both coaches and athletes. Alberta will maintain the updated Selection Criteria that moved towards a "performance-on-demand" model.

REPORTS

VICE PRESIDENT, PROGRAMS REPORT, CONTINUED

Carmyn James (Technical Director – Development) has been excellently recruiting and training new and existing coaches. As such, we increased the coaching levels required for provincial team assignments for both Legion U18 National Championships and Canada Games, resulting in some of the best coaching staff in the nation. Alberta was the only CSG team where all coaches and one of two managers were Performance Coach certified.

The jumps NCCP Workshops were the most attended event area this year, with 14 coaches taking their Club Coach focusing on jumps. There were 14 NCCP Workshops hosted by AA in 2022, with 93 coaches attending various events. Ten coaches were named to National Teams, with only Athletics Ontario having more by province at 11. (K Cousins, J Holder, C Laverty, S Read, S Baynton, R Fisher, I Ruys, C James, L Steinke, and K Meissner). Great job, everyone.

We now look towards improving the U20-U23 athletic pathway. A survey to Alberta coaches will be forwarded soon as we explore different ideas about how to better competitive opportunities for this age group.

The U14 and younger athletic pathways were reviewed. The "multi-event" programming was standardized to ensure that all athletes training in this age group worked on similar practice programming. The updated points table for the younger age groups was used at Outdoors 2022 and Indoor 2023 Provincial Championships. We are now looking at introducing hurdles to the younger age groups and better address those athletes we know will only throw.

Thank you to the VP Programs Committee: James Holder, Robyn Webster, and Kim Cousins. Lastly, I would like to thank Nick, Carmyn, Beth, and James.

Paula McKenzie
VP Programs

REPORTS

MASTERS SUB-COMMITTEE REPORT

The Masters Sub-Committee, as part of the Athletics Alberta Programs Committee, works to provide input to promote participation of masters athletes (35+) in track & field, road racing (running and walking) and cross-country running. The Sub-Committee encourages athletes of all levels of ability to participate. The current members of this Sub-Committee are Johanna Flipsen, Donna Dixon, Loretta Amerongen, and Susanne Lauridsen.

Masters age groups for competitions in Alberta are: 35-49, 50-64, 65 and over. Masters athletes also contribute to the athletics community in other valuable ways: as volunteers, officials, coaches, and board members, some for many years, and their contributions are greatly appreciated.

As at the end of 2022, there were 180 masters members of Athletics Alberta and 1,868 masters members of Canadian Masters Athletics. As at April 2023, there are 158 Athletics Alberta masters members.

Alberta Masters records are posted on the Athletics Alberta website at: <http://athleticsalberta.com/sports/masters/masters-athletics-records/>. Congratulations to all masters athletes who have set Alberta records in the past year.

Also, congratulations to those Alberta masters athletes who set Canadian records and Road Bests in 2022 and early 2023: Allison Blackmore, Susan Brooke, Teresa Chiozza, Andrea Diener, Johanna Flipsen, Jackson Hinton, Arnold Nett, Dan Parsons, and Maria Zambrano.

A number of Alberta athletes proudly competed at CMA and WMA championships.

The Canadian Masters Athletics Outdoor Championships will be held August 11-13, 2023 in Langley, BC: <https://canadianmasters.ca/cma-event/48th-canadian-masters-athletics-outdoor-championships/>.

Also, see details of other 2023 CMA championships such as the CMA Marathon Championships, CMA 10K Road Race Championships, CMA 5k Road Race Walk Championships, CMA Half Marathon Championships, and CMA National Cross Country Championships at: <http://canadianmasters.ca/cma-events/>.

REPORTS

MASTERS SUB-COMMITTEE REPORT, CONTINUED

It should be noted that some of these events will take place in conjunction with other races but for one's results to be recognized as CMA results, one must be registered as a masters member with Athletics Alberta. With a masters membership, athletes get additional benefits such as access to Masters Rankings, CMA records consideration, availability of Masters prize money at the CMA Half Marathon this year, and being able to compete in WMA and Regional Championships. Since 2011, Athletics Canada and Canadian Masters Athletics (CMA) have had a membership agreement whereby all Athletics Canada branch masters members are also members of CMA with a combined membership and advantages, including those listed here.

In addition, under this agreement, Athletics Alberta is entitled to appoint a representative to the CMA Board of Directors, and I am currently this rep. As of January 1, 2023, I replaced Donna Dixon, who ably served in this capacity for many years, and I thank her for her hard work and many contributions to the masters athletics community.

The Masters Sub-Committee welcomes your feedback and questions. Contact any sub-committee member regarding Masters athletics.

Johanna Flipsen
Member, Masters Sub-Committee
Alberta Director to CMA
johannaflipsen@shaw.ca

REPORTS

OFFICIALS' COMMITTEE REPORT

For Summer 2022 through Spring 2023 seasons Past Year Highlights:

Our 2022 AGM was once again held via Zoom and was well attended by 24 officials from across the province. The 2023 AGM will also be held via Zoom – on May 2, 2023.

The online signup for meets was piloted in the indoor season and we hope to have it fully functional for the outdoor season. We still don't have all officials signed into the system and this may be an ongoing challenge.

We have tweaked our mentorship program for officials. Now, all new officials are invited to a Zoom meeting just prior to the first meet of the season in the area (1 in Edmonton and 1 in Calgary). At this meeting, they are told what to expect to be asked to do and who to look for as the city coordinators are on each call. Mentors are only assigned once an official has upgraded to level 1 or if they are very active, when they have done 1 or 2 meets. This eliminates mentors being assigned to officials, who, for whatever reason, register and/or do the online clinics, but we don't see them at meets.

For the calendar year of 2022, there were 37 mentorships/evaluations and 29 upgraded officials.

We presented Eric Wittenberg with NOC recognition for 50 years of officiating in Canada. Philippa Fairbairn was also recognized with a Queen's Jubilee Medal for her contribution to Athletics in the province.

Statistics:

Number of Meets: 30 - Indoor 12, Outdoor 18

Caliber of meets: P 25 N/NC 5

Total number of Registered Officials 2022-23 (2021-22): 152 (153)

New: 23 Level 1: 10 (21) Level 2: 43 (44) Level 3: 32 (38) Level 4: 20 (17) Level 5: 25 (32)

Note: new officials not counted in 2021-2.

These officials are registered as officials and have taken the intro training. (as of April 3, 2023)

REPORTS

OFFICIALS' COMMITTEE REPORT, CONTINUED

Clinics:

8 clinics in 6 disciplines with a total of 45 officials trained. Many of the clinics were a combined in-person/Zoom format so that more officials could attend from locations outside of the host area. The online AC introductory clinics have been a great success with 56 officials attending. A further 4 clinics for level 3 are scheduled for April and May 2023.

Mentorship/Evaluations:

Alberta Officials participated in 40 mentorship/evaluations for levels 2 (11), 3 (6) and 4 (14), and 5 (9). The highlight of the summer was the successful upgrading of 10 officials to either national level 4 or level 5 by NOC and 8 upgradings to level 3 (provincial).

Year Ahead:

We hope to continue upgrading senior officials (levels 4 and 5) but this may be hampered by opportunities to work and be evaluated at a national meet. We are still looking to upgrade as many officials as possible to at least Level 3, especially in the Calgary area as we look forward to hosting Legion Nationals there in 2024-25.

We have changed our Committee structure to add in an 'Administrative' Position which will oversee the online signup program along with the Chair.

We look forward, finally, to the implementation of the Officials Policy which was passed back in 2020 so that we can have more opportunities for officials to travel to gain experience on a priority basis. However, we do not anticipate any travel from this fund for the upcoming year as it is only year 1 and no funds have been collected to date. To be approved for travel from this fund, an official should demonstrate an ongoing commitment to officiating athletics in Alberta and the eligibility will be determined by a sub-committee of the Officials' Committee as outlined in the policy.

Irene Gaudet,
Chair, Athletics Alberta Officials' Committee

APPENDIX

GOVERNANCE REVIEW & BYLAW REVISIONS

VOTING SUMMARY & CANDIDATES

STRATEGIC PLAN

APPENDIX

GOVERNANCE REVIEW 2023

The Athletics Alberta board of Directors along with staff and a professional governance consultant underwent a complete review of its bylaws and governance documents with the intention to update the documents in alignment with Sport Canada's safe sport guidance. As such the updated bylaws will be presented for review at the Athletics Alberta AGM in May and a motion to approve the updated bylaws will be requested.

This was a significant amount of work. We are presenting the following summary to the members in conjunction with the edited version and clean version of the Bylaws.

Some key highlights to focus on in the Bylaw review:

·The Bylaws and the Governance Documents must be clearly aligned with Canadian Safe Sport policies.

·We have added a skills matrix with the goal of attracting diverse and talented board members whose skills specifically align with the required roles on the Athletics Alberta board.

·The members will continue to elect all directors.

- The President and the Programs Director will be elected specifically for those defined positions. "Jane Doe" is running for President; John Smith is running for Programs director, and they are elected to these roles.
- All other directors will be elected as a presented slate of directors. Their roles on the board will then be appointed by their Board of Director peers. For Example, Bob Smith is elected to the board as a "Director" by the members and because Bob (in his profession) is a CFO he is appointed by his peers to the role of Treasurer.

What is the intended Outcome? To provide an updated SAFE SPORT level of governance for the association and its members while also effectively and efficiently maximizing the talents and skills of each individual board member to contribute to an improved standard of organizational governance.

Board Mandate

The board of directors (board) of Athletics Alberta has the oversight responsibility and specific duties described below. In addition, individual directors have the responsibility and specific duties set out in the Athletics Alberta individual director position description.

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GOVERNANCE REVIEW 2023

Composition

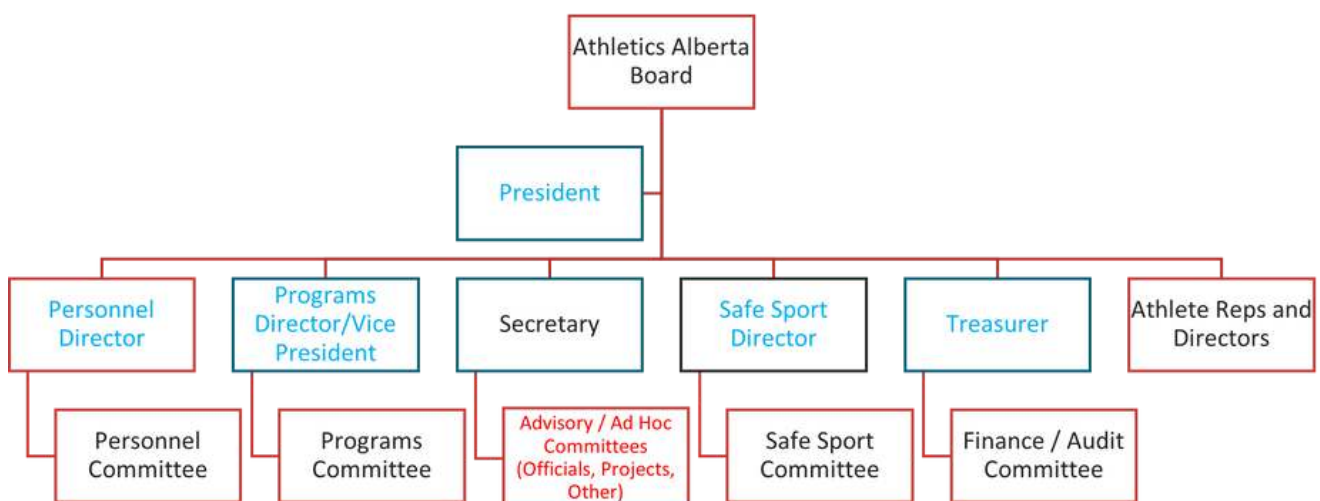
The board will be comprised of between six (6) and 12 directors, as set out in the By-Laws. Directors will be elected or appointed as set out in the by-laws. Athletics Alberta will take reasonable steps to ensure that board members have the skills and abilities appropriate to their appointment as directors. It is recognized that the right mix of experiences and competencies will ensure that the board will carry out its duties and responsibilities in the most effective manner.

Terms

In accordance with the By-Laws, directors shall hold office for terms of two years and be elected and retire as set out in the By-Laws.

A director may serve up to 3 consecutive terms (Maximum 6 years). Following a break in continuous service of at least three years, the same person may be re-elected as a director.

Proposed Structure



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GOVERNANCE REVIEW 2023

Comments:

- The Board (as a whole) makes decisions for the organization where no authority is delegated to management.
- Treasurer leads the Finance / Audit Committee with all of Board members to oversee financial statements and the auditors reports.
- Safe Sport Director leads the safe sport committee.
- Personnel Director leads the Personnel committee.
- Programs Director leads the programs committee.
- Athlete Reps will be appointed by the Athletics Alberta board of directors at the first board meeting following the AGM.
- Annually consider a Governance Committee to assist in leading governance development as an ad hoc committee. The Governance Committee shall be designated to the Board Secretary or the President to lead the initiatives.
- Other advisory committees can be used as needed to assist with various initiatives or to provide a voice for member groups, such as coaches or officials. Each should include one board member as Chair who will report to the Board on the activities, requests, and recommendations of the other committees.
- Officers highlighted in Blue - President, Programs Director, Personnel Director, Safe Sport Director, Treasurer.

APPENDIX

BYLAWS REVISIONS



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

BY-LAWS

Article I: Interpretation

In these Articles:

1. "Act" means the Societies Act, R.S.A. 2000, Ch. S-14, or any statute from time to time enacted in substitution thereof, as amended from time to time.
2. "Association" means the "Athletics Alberta (Track and Field, Cross Country, Road Running) Association".
3. "Directors", "Board", "Board of Directors" means the Board of Directors of the Association.
4. "General Meeting" means a General Meeting or Annual General Meeting.
5. "WORLD ATHLETICS" shall be defined as the international governing body for Athletics.
6. "ATHLETICS CANADA" shall be defined as the national governing body for Athletics.
7. "Ordinary Resolution" means a resolution passed by sixty-six (66%) percent or greater of those in attendance who are eligible to vote.
8. "Regulations" means the Regulations under the Act as published or from time to time amended and every regulation that may be substitute therefore, as amended from time to time.
9. "Special Resolution" shall be defined as a resolution passed by at least seventy-five (75%) percent of such members entitled to vote as are present in person, at a general meeting of the members of which notice, specifying the intention to propose a resolution as an special resolution, has been duly given in writing twenty one (21) days prior to the date of such meeting, to all voting members of the Association. A special resolution can only be passed at a general meeting of members.

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BYLAWS REVISIONS

10. These By-laws shall be construed with reference to the provisions and terms used in these By-laws and shall be taken as having the same respective meanings as they have when used in the Act. Notwithstanding anything else herein contained, these By-laws shall be read subject to the restrictions upon their scope and effect contained in the Act and in any other applicable statutes and rules of law and equity, and any provisions herein repugnant to such restrictions shall, to the extent possible, but only to the extent required, be severed from these By-laws, in order that the rest may stand.
11. In the interpretation of these By-laws, except where the context otherwise indicates:
 - a. words importing the singular number shall also include the plural, and vice versa;
 - b. words importing the masculine gender shall also include the feminine, and vice versa;
 - c. words importing persons shall include Societies;
 - d. the headings herein are given for convenience only and shall not affect the interpretation of these By-laws; and
 - e. These By-laws shall be interpreted in a large and liberal sense so as to give effect thereto wherever possible.

Section 1: Registered Office

- 1) The Registered Office of the Association may be established or changed from time to time by resolution of the Directors or by resolution of the Members.

Article II: Membership

Section 1: Membership Categories

- 1) Membership in the Association is open to any individual or organization that supports the objectives of the Association, that agrees to abide by the Association's By-laws and policies, and that meets the criteria of a membership category as described below and/or in the Association's policies. The Board of Directors has the right of discretionary approval of all applications for membership. The membership categories are as follows:

Voting:

- i) Club: Club membership shall be available to groups of persons organized to promote and participate in track and field;
- ii) Officials Committee; and
- iii) Directors.

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BYLAWS REVISIONS

Non-Voting:

- i) Individual: Person who registers with the Association for the purpose of competition and is eligible for competition as defined and governed by Athletics Canada and the **World Athletics**. The person must be a member of a registered club;
- ii) Road Race: Person who registers with the Association for the purpose of competing in off-track events, and selected distance events on the track organized for this membership group;
- iii) Associate: Persons registering with the Association for the purpose of promoting and assisting in the sport, but not as a competitor;
- iv) Official: Person who registers with the Association for the purpose of officiating competitions, as well as promoting and assisting in the sport;
- v) Coach: Person who registers with the Association for the purpose of enhancing athletic programs and talent, through coaching athletes;
- vi) Honorary: Membership which may be conferred upon an individual by a vote of the Board of Directors or by the membership, usually for outstanding contribution to Athletics in Alberta;
- vii) Unattached: Any Person who does not belong to a registered club and who registers with the Association for the purpose of competition and is eligible for competition as an amateur as defined and governed by Athletics Canada and the **World Athletics**;

Section 2: Fees

- 1) Fees for the respective categories of membership shall be fixed each year by the Board of Directors subject to approval by the membership at the Annual General Meeting. Fee changes so approved take effect in the following membership year.
- 2) Upon receipt of membership fees, the Association will register members with Athletics Canada.

Section 3: Membership Year

- 1) The membership year shall be January 1st to December 31st of the calendar year.
- 2) All memberships accepted after September 30th shall not expire until December 31st of the succeeding year.

Section 4: Membership in Good Standing

- 1) Any member of the Association shall be in "good standing" if the member:
 - i. Has not ceased to be a member.
 - ii. Has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed.
 - iii. Has completed and remitted all documents as required by the Association.
 - iv. Has complied with the By-laws, Policies, and Rules of the Association.
 - v. Is not subject to a disciplinary investigation or action by the Association, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board; and
 - vi. Has paid the appropriate fees for the current membership year.

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Section 5: Membership Discipline, Suspension, and Expulsion

- 1) Any member of the Association may be suspended or expelled by a two-thirds majority vote of the Board of Directors, provided the member is provided notice of the meeting at which the vote to suspend or expel membership is held and the member has been offered the right to attend and be heard at such a meeting.

Any member who has been suspended or expelled from the Association shall not be eligible for reimbursement of his/her membership fee.

- 2) The Association under the terms of its policies shall investigate any violations of By-laws, **Safe Sport guidelines**, Policies, Rules or Regulations.
- 3) Appeals of Association decisions shall be handled under the terms of the Association's policies.

Section 6: Withdrawal of Membership

- 1) Any member may withdraw from the Association by submitting their intention to withdraw in writing to the registered address of the Association. Such withdrawal shall take effect upon receipt by the Association of such notice.
- 2) Any member who has withdrawn from the Association shall not be eligible for reimbursement of his/her membership fee.
- 3) A member who withdraws is still liable for any debts to the Association but shall not be entitled to any of the privileges offered by the Association.

Section 7: Athletics Canada Membership

- 1) Athletics Alberta is a Member Branch of Athletics Canada and thereby subject to the rules and regulations of that body.
- 2) All categories of members are, upon registration with Athletics Alberta, automatically subject to the rules and regulations of Athletics Canada.
- 3) The Association, on behalf of Athletics Canada, shall govern, sanction, & supervise all track & field competitions in Alberta, involving its members. Rules of competition shall be those of Athletics Canada, with any changes formally adopted by the Programs Committee/membership at a meeting of the members.

Section 8: Transfer of Membership

- 1) Mid-term transfer of club affiliation within the Association by an individual member shall only be possible with the consent of the individual and both clubs.

Section 9: Legal

- 1) Members of Athletics Alberta are encouraged to settle any disputes by way of arbitration.

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BYLAWS REVISIONS

Article III: Board of Directors and Officers

Section 1: Structure

- 1) A person appointed or elected a Director, becomes a Director if they were present at the meeting when being appointed or elected by majority vote of the Members and did not refuse the appointment or election. They may also become a Director if they were not present at the General Meeting but consented in writing to act as a Director before the appointment or election, or within ten (10) days after the appointment or election, or if they acted as a Director pursuant to the appointment or election.
- 2) A Director of the Association must be a Member of the Association.
- 3) An Officer of the Association must be a Director of the Association.
- 4) The number of Directors can be changed from time to time by ordinary resolution of the Members. Notwithstanding anything else herein, the number of Directors shall never be less than **six (6)** nor more than **Twelve (12)**.
- 5) The Board of Directors may consist of a President, Immediate Past President, **Treasurer, Personnel Director, Programs Director**, up to four (4) additional Directors and two(2) Athlete Representatives.

Section 2: Management and Officers

- 1) The Board of Directors shall, subject to the By-laws, have full control and management of the business and affairs of the Association.
- 2) **The President and Programs Director** shall be elected by a majority vote of the members of the Association.
- 3) All additional Director nominations will be submitted as a slate appointed by the board and approved by the members at the AGM.
- 4) The Officers of the Board will be the President, **Treasurer**, Personnel **Director**, and Programs **Director**.

Section 3: Terms of Office

- 1) The term of office of Directors; all elected directors will serve for a maximum **of 3 terms (6 years)**.
- 2) The Immediate Past President of the Association **may** be appointed **at the conclusion of their term** into the position of Past President, provided that this individual is interested in serving in the position and has been approved by the Board.

Section 4: Positions – Designated Years

- 1) The following Director positions will be up for election on an alternating two-year term:
 - i. President
 - ii. Programs Director;
 - iii. Directors (2); and

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- 2) The following positions will be up for election on an alternating two-year term:
 - i. Additional Directors (4)

Section 5: Remuneration

- 1) Directors and Officers shall not receive any remuneration for their services but may receive such expenses as approved by the Board or membership.

Section 6: Duties of the Board of Directors/Officers

- 1) In addition to other duties as assigned by the Board, the duties of the Directors/Officers shall be:
 - i. **President** - Shall preside over all meetings of the members and meetings of the board. The President shall be responsible for calling all meetings of the Board and the Association and preparing the meeting agendas in conjunction with the **Executive Director**. The President shall oversee all orders and resolutions of all meetings. The President shall represent, or cause to be represented; the Association at all functions requiring representation. The President shall execute the roles and tasks as outlined in the Athletics Alberta Governance Manual.
 - ii. **Personnel Director** - Shall chair the Personnel Committee of the Association. The Personnel Director shall represent the human resources needs of the Association and report to the Board on the activities of the Personnel Committee. The Personnel Director shall perform the duties as outlined in the Athletics Alberta Governance Manual.
 - iii. **Programs Director** - Shall Chair the Programs Committee of the Association. The Programs Director shall represent the technical program needs of the Association as outlined in the Athletics Alberta Governance Manual and report to the Board on the activities of the Programs Committee. The Programs Director shall perform the duties of the President, in his/her absence.
 - iv. **Treasurer** – Shall be appointed by the board of Directors. The Treasurer shall represent the financial/administration needs of the Association and report to the Board on the activities of the Finance/Audit Committee.
 - v. **Directors** - Shall take responsibility as defined by the Board or membership, as is required. They shall promote Athletics on a province wide basis and accept roles in relation to their expertise and interests as outlined on the Athletics Alberta skills matrix. In addition to the responsibility and specific duties set out in the board mandate, a director of Athletics Alberta has the oversight responsibility, specific duties and expectations described as outlined in the Athletics Alberta Governance Manual.
 - vi. **Athlete Representatives** – Shall take responsibility as defined by the Board or membership, as is required. In addition to the responsibility and specific duties set out in the board mandate, a director of Athletics Alberta has the oversight responsibility, specific duties and expectations described as outlined in the Athletics Alberta Governance Manual. They shall represent the views of athletes. Athlete Representatives must have at least one of the following criteria but not limited to, within the previous four years prior to nomination by the board of directors:

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- a) Received National Card Funding from Athletics Canada;
 - b) Received AADP funding; or
 - c) Participated as an athlete on a National Team.
- vii. **Past-President** - The Past President will be appointed by a unanimous vote of the current board. The Past-President may provide clarification on the role, responsibilities, and functions of Directors and may provide direction on policies, By-laws and the constitution of the Association. May serve as an ex-officio member and does not carry a vote on the board of directors.

Section 7: Eligibility for Election or Appointment to the Board of Directors

- 1) Only members in good standing and who meet the eligibility criteria established in the Association's policies or procedures shall be eligible for election or appointment to the Board of Directors.

Section 8: Election to the Board of Directors

- 1) The election of the President and Programs Director will be by secret ballot.
- 2) All other Directors will be nominated, presented as a slate, and approved by the members at the Annual General Meeting
- 3) In order to be eligible for election to the Board of Directors, nominees shall forward to the Executive Director of the Association at least 30 days in advance of the Annual General Meeting:
 - a. a copy of their resume.
 - b. A completed skills matrix document
 - c. a nomination form signed by two members of the Association.
 - d. a statutory declaration as provided by the Association's office.
 - e. an up to date completed criminal record check.
 - f. A completed Certification of "Respect in Sport" for Sport Leaders.
 - g. Proof of Athletics Alberta membership at time of submission.

Section 9: Appointment of Athlete Representatives

- 1) The two Athlete Representatives on the Board of Directors will be appointed in accordance with these By-laws and the Association's policies.
- 2) The candidate must meet the criteria for eligibility established in the Association's policies and procedures.
- 3) The newly elected Board shall, within 60 days following the Annual General Meeting, appoint two (2) representatives, and
- 4) The Board has complete discretion in its appointment of Athlete Representatives and appointments are final and not appealable.

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Section 10: Removal of Directors & Officers

- 1) Removal of Directors and/or Officers: Subject to the Act, the Members may by ordinary resolution (sixty-six (66%) percent or greater) passed at a meeting specially called for such purpose remove any Director and/or Officer from office, and the vacancy created by such removal may be filled at the same meeting, failing which it may be filled by the Board.

Article IV: Meetings

Section 1: Annual General Meeting

- 1) There shall be an Annual General Meeting held each year between April 30 and **May 15th** of each year.
- 2) Prior to each Annual General Meeting, a proposed budget shall be circulated prior to said meeting.
- 3) Only members of the Association may attend meetings of the Members. Attendance by other individuals may be approved at the discretion of the Board. All members of the Association may speak when recognized by the .
- 4) The rules contained in "Roberts Rules of Order - Revised" shall govern all meetings of the members in all cases provided they are consistent with these By-laws.
- 5) The order of business at every meeting of the members shall be:
 - a) Call to order and roll call of voting delegates;
 - b) Minutes from the previous general meeting;
 - c) **President's** Address
 - d) Financial report and statement;
 - e) Reports of committees, ~~President~~ staff;
 - f) Amendments to the By-laws;
 - g) Approval of annual budget;
 - h) General business;
 - i) Elections; and
 - j) Adjournment.
- 6) The retiring Directors shall remain in office until the adjournment of the meeting at which their successors are elected.

Section 2: General Meetings and Special General Meetings

- 1) Special and general meetings may be called by the Board of Directors.
- 2) General meetings and special general meetings may be held in a virtual setting in place of an in-person meeting provided sufficient notice to the virtual meeting is provided.
- 3) Notice of a general or special meeting of the Association shall be given to all members at least Twenty-One (21) days prior to the date of such meeting. Notification to clubs shall constitute notification to the members registered through those organizations.

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BYLAWS REVISIONS

- 4) Special general meetings must be called by the Board of Directors upon written petition to the President or the **Personnel Director** of the Association by fifteen (15) members of the Association, stating such reason for the meeting.
- 5) The special general meeting, as petitioned, must be called within 30 days of receipt of the petition.
- 6) There may be other general meetings as called by the Board of Directors, and proper notice as outlined for annual general meetings must be given to the membership.
- 7) The minutes of all special and general meetings must be circulated to the Board members, and posted to the website within 30 days following the adjournment of the meeting.
- 8) A resolution or a document purporting to be minutes of a meeting of the Members signed by 2 of the officers, shall be as valid and effectual as if it had been passed at a meeting of the Members duly called and constituted, and shall be entered in the minute book of the Association accordingly, and shall be held to relate back to any date therein stated to be the date thereof.

Section 3: Quorum

- 1) A quorum necessary for the transaction of business at an annual general, special or general meeting shall be 30 votes present. Proxy votes shall not be included in the 30 votes to constitute a quorum.
- 2) If no quorum is established at a meeting, a new meeting shall be held within thirty (30) days and the delegates at that meeting, regardless of the number, shall constitute a quorum.
- 3) For this new meeting only ten (10) days of notification need be given.

Section 4: Voting for Annual General or Special meetings

- 1) Voting shall be allocated as follows:
 - a. each **member** club 3 votes (represented by a delegate holding all three votes).
 - b. Officials Committee 3 votes (for Sub-Committee as a whole).
 - c. each Board member 1 vote.
- 2) Board members shall only carry one vote each and shall not carry proxy votes, or club, at any General or Special General meeting.
- 3) Proxy votes may be exercised at any meeting if filed before the meeting with the meeting Secretary, and signed by the conferrer.
- 4) Any member, representing a club carrying that respective club can only carry one other clubs 3 proxy votes (to a maximum of 6 votes).
- 5) All motions voted on at a meeting shall be carried by a simple majority unless otherwise stated by these By-laws.
- 6) Voting at a general meeting may be by a show of hands, or by secret ballot. Any three (3) persons present and entitled to vote may demand a vote by secret ballot.
- 7) At every special meeting, every question shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result of the show of hands, a vote by secret ballad is requested by any Member present.

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- 8) Whenever any question shall arise which the President considers should be put to a vote of the members but which in his/her judgment does not require a special general meeting, the President or **Personnel Director** may make written submission of such question to the voting members for their decision. The question thus presented shall be decided according to a majority of the votes received on or before the expiration date fixed on such written submission. The expiration date must not be less than 20 days from the mailing of such question.

Section 5: Board of Directors Meetings

- 1) The Board of Directors shall meet as often as the affairs of the Association require, to a minimum of four times yearly.
- 2) Board of Director meeting minutes shall be posted within 30 days of the meeting.
- 3) Board of Directors meetings may be called by of any two members of the Board, verbally or in writing to the **President** specifying the business to be discussed.
- 4) A quorum for all meetings of the Board of Directors shall be five (5) of the directors.
- 5) Members of the Board shall be given at least 72 hours notice before the called meeting. However, provided 2/3 of the Board are present, the Board may meet in case of emergency, without notice.
- 6) Any business transacted at an emergency meeting shall be ratified at the next regularly called Board meeting.
- 7) Meetings of the Directors may be held anywhere in the Province of Alberta, with the consent of a majority of Directors **or over a virtual meeting format**.
- 8) All acts done at any meeting of the Directors or by any persons acting as Directors shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such Directors or persons acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Director.
- 9) A resolution or a document purporting to be minutes of a meeting of the Directors signed by all of the Directors, shall be as valid and effectual as if it had been passed at a meeting of the Directors duly called and constituted, and shall be entered in the minute book of the Association accordingly, and shall be held to relate back to any date therein stated to be the date thereof.

Article V: Indemnity and Protection

- 1) Each and every Director, Member, and Officer of the Association shall be deemed to have assumed office on the express condition that every such Director, Member or Officer, his respective heirs, executors, administrators, and estate shall at all times be indemnified and saved harmless out of the funds of the Association against all costs (including legal costs on a solicitor and his own client basis), charges and expenses, including any amount paid to settle an action or satisfy a judgment which such Director, Member or Officer sustains or incurs in any civil, criminal or administrative action or proceeding which is brought or prosecuted against him in respect of any act or matter done or permitted by him to be done in the execution of the duties of his office and also all costs, charges and expenses which he may sustain or incur in relation to the affairs of

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the Association, provided he acted honestly and in good faith with a view to the best interests of the Association and he had reasonable grounds for believing that his conduct was lawful.

- 2) No Director, Member, or Officer of the Association shall be liable for the acts, receipts, neglects or defaults of any other Director, Member, Officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Association through the insufficiency or deficiency of title to any property acquired by order of the Directors or Members for, or on behalf of, the Association for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Association shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency, or wrongful act of any person, firm or Association with whom any monies, securities or effects shall be lodged or deposited or for any loss occasioned by an oversight or error in judgment on his part or for any other loss, damage or misfortune which may happen in the exercise of his respective duties or trust or in relation thereto unless the same shall happen by his own or through his own willful act or default. Directors and Members may rely upon the accuracy of any statement or report prepared by the Association's auditors or accountants (as the case may be) and shall not be responsible or held liable for any loss or damage resulting from acting, in good faith, upon such statement or report.

Article VI: Finances of the Association

Section 1: Fiscal Year

- 1) The fiscal year of the Association shall be the calendar year commencing April 1 to March 31.

Section 2: Accounts

- 1) The Board of Directors shall cause true accounts to be kept of all funds received and disbursed by the Association.
- 2) One or more bank accounts shall be kept for the Association in a chartered Canadian Bank or Provincial Treasury Bank.
- 3) Cheques shall be signed by the Office Manager **and/or one of the** Executive Director, President, or **Treasurer** specifically:
 - a. Drafts, orders for the payment of money, notes of acceptance, and bills of exchange involving transactions or expenditures previously approved by the Board, shall be signed by the Executive Director;
 - b. Drafts, orders for the payment of money, notes of acceptance, and bills of exchange involving transactions or expenditures not yet approved by the Board shall be signed by one of the President or **Treasurer** and the Executive Director.
- 4) The books and records of the Association may be inspected at the Association's Head Office address by any Member at any time upon giving reasonable notice and arranging a time satisfactory to the **Treasurer**.

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Section 3: Audit

- 1) The Board shall cause an audit of the financial position of the Association to be done annually, and the audited financial statements with the auditors report shall be submitted to both the Annual General Meeting and the Registrar of Corporations, as required.
- 2) Each year the board shall appoint an auditor, or auditors, of the annual financial statement of the Association. The auditor(s) shall be:
 - a. A public accountant, as defined by the Alberta Chartered Professional Accountants act, to be engaged to perform the audit; OR
 - b. Two individuals who are members of the Association, neither of whom are a board member, officer, or employee of the Association.

Section 4: Borrowing Power of the Association

- 1) For the purpose of carrying out its objects the Board of Directors may borrow or raise or secure the payment of money in such manner as it thinks fit, and in particular by the issue of debentures. This action must be ratified at the next meeting of the Association. This power shall be exercised only under the authority of these By-laws, and in no case shall debentures be issued without the sanction of a special resolution of the Association.

Section 5: Signing

- 1) Contracts, documents, or any instruments in writing requiring the signature of the Association shall be signed by the President or Treasurer except as specified in 1a & 1b.
 - a. Contracts for services previously approved by the Board shall be signed by the Executive Director; and
 - b. Permanent, full-time personnel contracts between the Association and the professional staff shall be signed by the President and/or the Personnel Director. Part-time personnel contracts may be signed by the Executive Director as approved by the Board of Directors.
- 2) All contracts, documents, and instruments in writing so signed shall be binding upon the Association without any further authorization or formality.
- 3) The Athletics Alberta Office shall have the custody of the Corporate Seal and shall not affix it to any instrument or document except by authority of a resolution of the Board of Directors.

Section 6: Custody of Minutes

- 1) All minutes of the Association meetings, and Board of Directors meetings, shall be kept at the Association's Head Office address and/or at the Associations legal representatives' office.

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Article VII: Amendments

Section 1: General

- 1) These By-laws may be rescinded, altered, or added to from time to time by special resolution of the membership. A special resolution can only be passed at a general meeting of the members. A notice of the special resolution must be provided to the members at least Twenty One (21) days in advance of the meeting and at this meeting at least seventy five (75%) percent of the Members in attendance must vote in favor of the special resolution.

Article VIII: Committees

Section 1: General

- 1) Standing committees of the Association shall be formed as outlined in these By-laws.
- 2) Each standing committee person shall be responsible to the Board of Directors for the actions of his/her committee.
- 3) Standing committees shall be limited to financial expenditures within the approved budget. Any unbudgeted expenditures require prior approval of the Board of Directors.
- 4) Standing committees shall review, monitor and evaluate the effectiveness of existing policies within the respective committees' key responsibility areas and prepare recommendations for deletions and additions.
- 5) Unless otherwise prescribed by these By-laws, standing committee members shall be appointed by the Board, upon recommendation of the respective committee persons, from the membership or the Board.
- 6) The term of appointment to standing committees shall be two years with half of the committee members' terms commencing each year. A term commences upon completion of the Annual General Meeting.
- 7) Sub- or ad-hoc committees of the Board may be formed or dissolved by the Board at any regular meeting of the Board.
- 8) Sub- or ad-hoc committees of the standing committees may be formed or dissolved by the standing committees without approval of the Board. Standing committees are responsible for the activities of such sub- and ad-hoc committees that fall within their jurisdiction.

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Section 2: Standing Committees

- 1) The Association shall have the following standing committees:
 - i. **Programs Committee**
 - a. The purpose of the Programs Committee is to develop, implement, and evaluate all technical programs and services of the Association;
 - b. **Programs Director** will chair the Programs Committee;
 - c. The Programs Committee shall hold a minimum of two meetings a year.
 - ii. **Personnel Committee**
 - a. The purpose of the Personnel Committee is to ensure the effective recruitment, management and development of the Association's human resources including but not limited to coach selection for teams, annual awards nominees and winners, and staff recruitment.
 - b. The Personnel Committee shall hold a minimum of two meetings a year.
 - iii. **Safe Sport Committee**
 - a. The purpose of the Safe Sport Committee is to ensure the Association follows and manages its safe sport policies and procedures by effectively and efficiently communicating with the independent safe sport officers.
 - b. The Safe Sport chair shall also provide oversight on the management of the Safe Sport Levy annually.
 - a. **Safe Sport Committee** shall hold a minimum of two meetings a year.
 - iv. **Finance/Audit Committee**
 - a. The purpose of the **Finance/Audit Committee** is to advise the Board on all matters pertaining to resource allocation, resource distribution, resource development, including fundraising, budgeting and accounting for the Association;
 - b. The **Treasurer will be appointed by the Board of Directors and serve as the Chair of the Finance/Audit Committee;**
 - c. The Administration Committee shall hold a minimum of two meetings a year.

Article IX: Liquidation and Dissolution

Section 1: General

- 1) Upon the dissolution of the Association and after the payment of all debts and liabilities, the remaining assets of the Association shall be given to one or more similar non-profit amateur sport association(s) or to some charitable organization, such recipient(s) to be determined by the members at or before the time of dissolution.

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BOARD OF DIRECTORS NOMINEES & ACCLAIMED

VP Personnel

• **Sean Casault** - An experienced business leader with strong business acumen and leadership skills and a background in both operations and corporate environments looking to apply his talents to influence and impact strategic direction, execution, and profitability for organizations.

VP Administration

• **Loretta Amerongen** - Loretta is a registered Masters Athlete member of Athletics Alberta and is currently a board member of the Edmonton Track and Field council in the role of treasurer. Loretta is also on the Masters Sub-Committee. Loretta's career is highlighted by several awards as both a Masters Athlete and a chartered accountant. Loretta has a PHD in accounting and holds the accounting designation of an FCA/FCPA. As an educator, Loretta taught accounting for not-for-profit entities for 20 years at UofA (part of the Advanced Financial Accounting Course). She also brings extensive tax knowledge - undergraduate teaching at UofA (retired) and Lead Facilitator for tax for CPA Professional Accounting Program (ongoing) which will benefit Athletics Alberta in the role of VP Admin.

Director At Large (2 year Terms)

• **Stuart York** - Stuart has been involved with track and field for many years in Alberta. First as an athlete and a coach in the 1980's and 90's, including as a coach at Alberta Summer Games and as a Team Manager for the Team Alberta in 1990 at the Western Canada Summer Games. He worked for Athletics Alberta at the Southern Alberta Track and Field Centre from 1988 to 1990, where he also assisted with management of the University of Calgary Dino's Track Team. Over the past 4 years Stuart has been involved as a parent volunteer with the Edmonton Harriers, on the Board of Directors and as an announcer at several events in Edmonton and Calgary.

• **Christine Laverty** - Christine has spent 6 years on the AA board in the role of VP personnel and is looking to transition to a director at large role. 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.

Vacant (1 year term)

• **Corrine Timmer** - Corrine has been involved in track and field for over 18 years in various roles; parent, athlete coach club administrator, club president, official, meet director and Edmonton Track and Field Council board member. She is excited to serve a new role on the AA board where her goal is to provide future opportunities for athletes of all ages to experience the sport of Athletics!

PILLARS OF SUCCESS		1 STRATEGIC PILLAR #1	2 STRATEGIC PILLAR #2	3 STRATEGIC PILLAR #3	4 STRATEGIC PILLAR #4		
		CAPACITY	EVENTS	LEADERSHIP	PERFORMANCE & DEVELOPMENT		
<p>Athletics Alberta Strategic Plan 2021 - 2024</p> <p>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 (2021-2024).</p> <p>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 which will be supported by a four year operational plan that will guide us to achieve our strategic intentions.</p> <p>As a provincial branch member of Athletics Canada, Athletics Alberta has the goal to safely promote, coordinate, sanction, and deliver programming at all levels for Track And Field, Road Running, and Cross Country running in the province of Alberta.</p>	<p>OUR MISSION</p> <p>As a foundational sport, Athletics Alberta strives to play a lead role in the development of Athletics as a sport through the provision of programming and competitions that align with the principles of Safe Sport and produce engaged athletes, coaches, and officials, including those that achieve success at the community, recreational, provincial, national and international levels.</p>	<p>OUR VALUES</p> <p>Safe Sport, Hard Work, Excellence, Cooperation, Fairness, Respect, Innovation, Creativity, Sport for Life, Inclusiveness, Collaboration.</p>	<p>OUR VISION</p> <p>Athletics first, Athletics for all, Engage, Participate, Compete and Achieve!</p>	<p>1 STRATEGIC PILLAR #1</p> <p>CAPACITY</p> <p>Through collaboration and relationship-building, Athletics Alberta will expand the capacity of our association's programming, business development, facilities, and member development.</p> <ul style="list-style-type: none"> Continued and promoted delivery of grassroots programming, Mini Legends Program, R-Series races, XC races, try it races. Mini Legends Program. Explore how best to serve younger athletes - clubs or MLP or a combination? Explore and facilitate profitable business development opportunities Build out strategies to increase access to functional and accessible facilities Support, manage and expand membership, including officials and coach development and athlete financial support. Continue to annually review membership categories and pricing. Build out and update Association communication tools to best support the membership - Website, social media story-telling, transparency, and consistent service-first messaging Re-develop websites and communications channels for clarity and ease. 	<p>2 STRATEGIC PILLAR #2</p> <p>EVENTS</p> <p>With our sanctioned events and professional development opportunities, provide our coaches and officials the structure to develop to their fullest potential. Solicit and produce national and international events that provide our sport and athletes, coaches and officials with elevated chances to achieve success.</p> <ul style="list-style-type: none"> Collaborative, financial and developmental support of officials through Officials Structuring Fee Policy. Projected growth of sanctioned road races with a race director framework in place. Develop and revise the framework for officials and coach development. Create a revised meet directors guide to explore an outlet for recruitment, support, and ongoing education for meet directors. Identify, evaluate and assess all coaching opportunities through the various provincial and national events, Alberta Summer Games, Canada West, Legion Championships, and Tri-Pev competition Work with provincial and national stakeholders (ASAA, CIS, ACAC, Athletics Canada) to design a competitive calendar that considers all levels of competitions and all disciplines (cross-country, cross-country, track series). Compliment and provide support for events with equipment rentals/ accessibility. Explore ongoing national and international events to support competitive development of athletes coaches and officials. 	<p>3 STRATEGIC PILLAR #3</p> <p>LEADERSHIP</p> <p>Through a culture of excellence, service, and forward-thinking vision matched by positive execution, Athletics Alberta sets itself as a provincial and national leader in sporting organizations.</p> <ul style="list-style-type: none"> Create a nominations Committee to establish board profiles and skill sets desired for board of directors. Evaluate business relationships with a view to both diversifying the board membership and increasing corporate sponsorship. Incorporate SAFE SPORT practices into all of our business activities. Implement a social media strategy to communicate Athletics Alberta assets, resources and outlet for recruitment. Create an athlete ambassador program that links new participants with prolific national calibre athletes. Revise and evolve annual awards policy, Create a Hall of fame structure to celebrate our historical sport achievements. Increase media engagement and awareness of Athletics as a sport. 	<p>4 STRATEGIC PILLAR #4</p> <p>PERFORMANCE & DEVELOPMENT</p> <p>With focus on the continued development of our sport's cornerstones (athletes, coaches, officials, clubs, and facilities), Athletics Alberta positions itself as a high-performing, quality provincial sporting organization.</p> <ul style="list-style-type: none"> Establish formal education partnerships to improve the quality of coaches provincially. 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. Analyze and determine value indicators for athlete development (funding model). Continue to prioritize facility access and future facility development across the province. Create a club best practices blueprint. Support para athletes with para-specific coach development; collaborate with para-serving organizations for support. Work to develop new regional events to support athlete development.

