



## 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 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 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 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 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 (Intergarted 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.



## **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