

BACKGROUND

The objective of the 2021 – 2023 Alberta Orienteering Strategic Plan was to outline ways to build and renew fundamental infrastructure and resources required to develop orienteering as a life-long activity that provides opportunities for orienteers at all levels of the sport.

Our priorities were:

- Develop opportunities and programs for locations and demographics not currently addressed by existing programs.
- Create new and maintain existing orienteering maps, which are our orienteering ‘facilities’.
- Develop talented technical specialists – coaches, officials and mappers.
- Increase organizational capacity – participation, leadership and sport system coordination

The plan was influenced by the [Alberta Sport Action Plan](#) as well as Orienteering Canada’s (OC) strategic plan, and with reference to Active Alberta. The plan was based on the 2017 evaluation of the strengths and weaknesses of the association, including an evaluation of performance data such as membership levels, participation, programming, finances, and competition success. Local club executives were consulted, as well the general membership by e-mail, teleconference, and at the annual association retreat.

The plan provided direction on how best to utilize financial resources and valuable volunteer effort to further grow and develop orienteering in Alberta as a life-long sport and advance Active Alberta outcomes.

Strategic priorities, as based on the SPAR evaluation criteria, were:

- 1. SPORT DELIVERY**
- 2. SPORT SUPPORT**
- 3. COORDINATED EFFORTS**
- 4. MAP DEVELOPMENT**

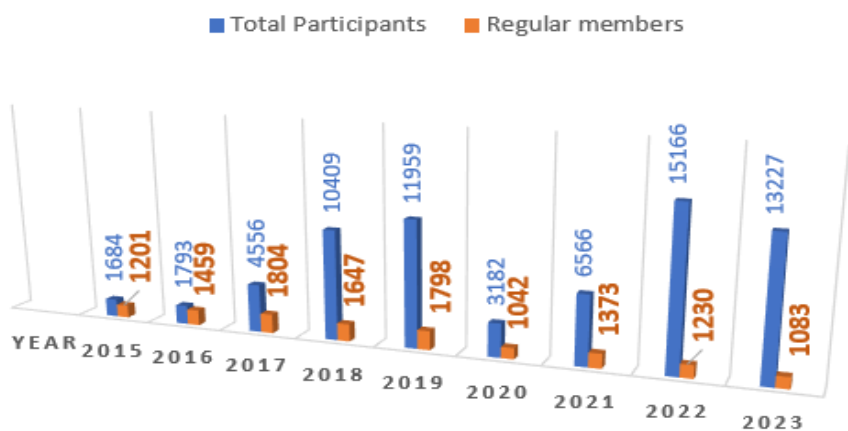
Strategic plan 2020 – 2023 Evaluation

1. SPORT DELIVERY

Provide inclusive and seamless sport delivery system in the province which will increase the membership and participation numbers in orienteering.

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement	Evaluation 2023
1. A Membership	Maintain sustainable membership growth in minimum 4 Zones (shown in the map p.10) across the province by providing support to existing clubs and outreach programs.			
	Maintain membership growth in well-established Zones (3,6) and focus on building more membership base in central Zone (2, 4)	<ul style="list-style-type: none"> Increase presence by offering demo events and programs in Zone 2 and 4 where outreach initiatives have shown interest. completed 	Track membership numbers and activities in all Zones. completed	<p>Membership numbers are tracked and reported annually. We focussed on providing 'Try It' events but not enough on retention. We do a good job inviting new participants but</p>
Membership Management	Develop best practices for retaining and increasing membership consulting with other orienteering and sport groups.	<ul style="list-style-type: none"> Work with OC- New Member Engagement committee to develop resources and tools. completed Work with FWOC and EIOC committees to share best practices and support TRY IT events. completed 	Report on identified activities regarding retention and monitor membership numbers from year to year. completed	

ORIENTEERING PARTICIPATION IN AB



Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
FWOC membership	219	842	978	1264	1022	1089	464	869	766	659
EIOC membership	78	359	481	495	433	443	418	386	339	311
AOA Outreach member				45	192	266	160	118	125	113
AOA Day member								270	259	379
EIOC Day member	515	476	326	204	352	269			183	135
FWOC Day member				29	36	75			192	395
School FWOC				332	4020	2900	610	1065	0	not in yet
School EIOC				2056	3083	4947	990	3338	11881	8496
School AOA				131	1271	1970	540	520	1421	1739
Total Participants	816	1684	1793	4556	10409	11959	3182	6566	15166	12227
Regular members	297	1201	1459	1804	1647	1798	1042	1373	1230	1083

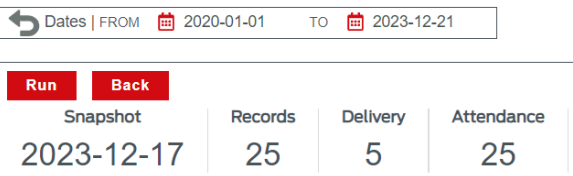
Strategic plan 2020 – 2023 Evaluation

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement	Evaluation 2023
		<ul style="list-style-type: none"> Develop standard membership reporting tools for clubs to submit annually. completed 		<p>not enough on follow up and retention. More social interaction would also be desirable.</p> <p>Outreach in zones 2 and 4 were successful as seen by growing participation numbers.</p> <p>During the pandemic years membership and participation declined due to lack of youth programs and school events. We had many new Try It participants, experiencing orienteering for the first time.</p>
Clubs, local programs	Identify and target communities (with established successful outreach projects) for new club development. Have on-going consultation with local clubs to determine direction and strategies	<ul style="list-style-type: none"> Organize regular meetings with club leaders and committees completed 	Monitor outreach projects participation numbers and interest. completed	<p>Had some preliminary meeting and conversations with Red Deer Ramblers and previously with BFFL for establishing local clubs. So far, no new clubs created due to lack of capacity from local orgs. AOA still runs the outreach program. The City of Red Deer supported us with grants.</p> <p>The RD program grew from only youth programs to include regular community events in 2023.</p>
1.B Sport Programming	Create, promote and coordinate opportunities for Alberta orienteers (Athletes, Coaches, Officials, Mappers) to reach their goals in their level of involvement and performance.			
Intro to Sport Physical literacy, Learn-to-Train	Maintain the Outdoor Adventure Program in established communities as a self-sufficient program for introducing orienteering	<p>Support programs and Try It events in established outreach hubs, RMH, Red Deer, GP. completed</p> <ul style="list-style-type: none"> Continue promoting 'Orange Marks the Spot' completed 	Monitor and report on participation numbers. completed	The Cochrane program was transferred to SOGO programming. Red Deer and Airdrie outreach programs are running with AOA management and includes returning and new participants each year. We have trained and, work with, local program leaders.

Strategic plan 2020 – 2023 Evaluation

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement	Evaluation 2023
<p>Recreational Sport– Active for Life</p>	<p>Maintain and promote the sport system and recreational categories at events as outlined by Orienteering Canada (OC) LTAD model.</p>	<ul style="list-style-type: none"> Implement and advertise the inclusive recreational categories at every orienteering event from club local events to provincial competitions. -completed 	<p>Monitor and compare participation in rec. categories and club events. Rec. categories by participation # were not monitored.</p>	<p>We offer and emphasise advertising for recreational/open categories at local and provincial and national events. Anyone, regardless of age, gender, ability can sign up for recreational categories. We organized annually between 15-20 Try It events in the past 3 year (total of 54 Try its)</p>
<p>Competitive Sport Train to Train, Train to Compete; Regional & Prov. Champs, National Competitions</p>	<p>Develop, support and recognize Alberta athletes in all of the LTAD competitive stages (from HP to competitive for life participants)</p>	<ul style="list-style-type: none"> Maintain the High-Performance and Pursuit of Athletic Excellence Grants to encourage participation in national and international events. -completed Identify and support Alberta Junior athletes aspiring to Team Canada program. (Support Bridge programs). completed 	<p>Track grant application and compare yearly progress -completed</p>	<p>Financial support is annually budgeted for Team Canada athletes. The number of athletes declined in the past 3 year from 4 to 2 HP athletes. Two athletes left the province. Currently two athletes are in the Junior Team Canada program. There are 4-5 upcoming junior athletes identified for support to develop into Team Canada athletes. They are getting support in form of training camps and team travel events annually.</p>
	<p>Promote annual AOC and training camps (with clubs) and provide support for clubs to host national and international events as it fits with provincial goals.</p>	<ul style="list-style-type: none"> Help the clubs (administratively and financially) to host AOC and training camps annually, alternating between north and south zones, and Canada Cup level events as appropriate. completed 	<p>Track AOC numbers and compare yearly progress -completed</p>	<p>AOC numbers were smaller due to pandemic. 2021 Beaver lake- EIOC. 58 Long, 60 Middle 2022 no AOC as it was held as WCOC, participation numbers were bigger than usual due to the CROF event. 2023-AOC at Redwater by EIOC-37 long, 55 middle</p>
<p>Technical Development</p>	<p>Increase the number of coaches, officials, and mappers in the province.</p>		<p>Report on certified coaches, officials, mappers numbers and track practicum/ certification activities</p>	

Strategic plan 2020 – 2023 Evaluation

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement	Evaluation 2023																		
			and courses offered. completed																			
Coach Development NCCP, Learning Facilitators	Oversee and implement a coaching certification process in the province to retain and increase the number of trained coaches.	Work toward training NCCP LF and evaluators in the province. Partially completed. <ul style="list-style-type: none"> • Maintain updates on the existing Community Coaching and Comp.-Intro courses. Partially completed No Comp. Intro courses or certs. • Communicate with current coaches, to confirm status, and opportunities for practicums and further training (training camps comps, etc.) completed 		NCCP Courses 2021-22. No courses in 2023  <p>2021-22 Five Community Coach courses were delivered with 25 participants. For outreach and club youth programs. No Competition- level coaches were certified or courses requested. Lacking high level coaches and programs. The community coach workshop was updated to meet new NCCP/CAC requirements. During pandemic, an online course was introduced for theory part. 2021: helped Saskatchewan train their coaches. 2023: NCCP Master coach developer course was completed by 1 person.</p>																		
Officials Development Training & Certification,	Oversee the officials' training in Alberta to retain and increase the number of trained and certified officials at O-100, O-200, and O-300 levels.	<ul style="list-style-type: none"> •Collaborate with OC to update and create resources for Officials training completed •Communicate with existing officials, to confirm status and provide info about opportunities for practicums completed 		<table border="1"> <thead> <tr> <th colspan="2">Participation in O courses</th> </tr> </thead> <tbody> <tr> <td>5x O100 course</td> <td>19 people</td> </tr> <tr> <td>1x O200 course</td> <td>2 people</td> </tr> <tr> <td>1x O300 course</td> <td>5 people</td> </tr> <tr> <td>2021 officials ch</td> <td>17 people</td> </tr> <tr> <th colspan="2">Officials certifications</th> </tr> <tr> <td>O100</td> <td>3</td> </tr> <tr> <td>O200</td> <td>2</td> </tr> <tr> <td>O300</td> <td>3</td> </tr> </tbody> </table> <p>O-courses and support were provided for</p>	Participation in O courses		5x O100 course	19 people	1x O200 course	2 people	1x O300 course	5 people	2021 officials ch	17 people	Officials certifications		O100	3	O200	2	O300	3
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Strategic plan 2020 – 2023 Evaluation

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement	Evaluation 2023
		<ul style="list-style-type: none"> •Maintain a list of provincial officials and their status -completed 		<p>officials’ development. It is hard motivating participants to finish the practicum requirements and provide opportunities for people to complete the certification. The officials committee did not have a chance to work with people, e.g. by mentoring.</p> <p>Officials who were motivated to complete their practicum managed to get certified.</p>
<p>Mapper Development</p>	<p>Increase number of Alberta mappers</p>	<p>Identify existing resources: mappers willing to train new mappers. -completed</p> <ul style="list-style-type: none"> •Identify Club (FWOC / EIOC) initiatives to build on existing projects completed •Create opportunities for new mappers to start smaller mapping projects and outreach projects, with mentorship support completed 		<p>Worked with Don B to create mapping resource documents for new mappers displayed on website.</p> <p>Worked with clubs to help navigate mapping needs. Due to pandemic, there were fewer mapping projects. Major project was WCOC-Lusk creek and Crowsnest pass mapping.</p> <p>2023 mapping practicum was provided, and two new volunteer mappers started with mapping projects. Total of 6 small maps created for outreach events.</p>

Strategic plan 2020 – 2023 Evaluation

2. **SPORT SUPPORT**

Provide effective and efficient organizational structure, practices and management to assist sport delivery.

2. Sport Support	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
2.A Organizational Management	Strengthen organizational capacity to build effective leadership and volunteer base.			
Governance Board Management, Succession Planning, Committees	Develop and maintain AOA Board skills	Provide Board development education opportunities through training; sharing relevant literature; updating job descriptions; creating a Board Orientation Handbook. Maintain ED - paid staff position- to support AOA operation. completed Establish a nominating committee to find and recruit potential board members. Not completed Provide strong onboarding opportunities.	Existing policies and documents checklist and updates. Number of events attending by Board members and ED. completed	President and ED attended SPAR workshop and conferences. These are tracked and reported annually to the SPAR accountability reports. completed
Risk Management Decision Making, Accountability Systems	Maintain up-to-date risk management policies and practices	<ul style="list-style-type: none"> • Communicate importance of risk management to the org. leaders and provide support for managing it completed • Have good, up-to-date equipment for fieldwork and programs completed 	Keep track of policy reviews and updates. completed	All of our policies (except the harassment policy) were updated and posted on our website- completed
Planning Strategic Plan, Operational Plans	Maintain up-to-date policies and bylaws, including strategic plan, annual budget and roadmap for operational plan.	Review existing documents annually and identify if updates are needed. completed	Keep track of yearly plans and policy updates. completed Need to update the harassment policy.	Updated the strategic plan every 3-years and created an annual roadmap which set and tracked goals for the year. These are reported and displayed on our website as AGM reports. Completed.

Strategic plan 2020 – 2023 Evaluation

2. Sport Support	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
		Keep up to date with changing requirements in Safe Sport policies and best practices. almost completed	Waiting for NSO for UCCM.	
Financial management Financial Diversity, Budgeting / Controls	Maintain existing protocols and safe financial management practices. Explore new opportunities to diversify revenue sources.	Maintain monthly budget review and annual audit. completed Explore granting, fundraising, sponsorship opportunities. completed Explore programming opportunities with revenue to support outreach completed	Track new grants, sponsorship, or fundraising activities. Review revenue sources annually. completed	Financial reports prepared and reviewed for every board meeting. New grants were searched for and discussed. Usually applied annually for 3-4 grants and receive mostly smaller grants every year. Included in financial reports. Sponsorship is not happening for orienteering as it has no public profile in Canada. We get some minimal support for discounted equipment purchase from SPRY (silva distributor) and Gord’s running store in Calgary.
Human Resources Volunteer Management, Staff Management	Keep up-to-date staff/ volunteer management policies. Maintain good board/ED communication. Assist the clubs with volunteer management.	Regularly update policies aligning with employment standards regarding staff/volunteer management. completed • Keep track of active officials, coaches’ certification, and activities. completed • Research and share ideas about volunteer recognition practices in other organizations. NA	Keep track of policy reviews and updates. completed	
2.B Marketing and Communication	Make orienteering a more readily-recognized sport province-wide. Create a message that highlights the unique physical and mental benefits of orienteering and use orienteering as a tool to build outdoor physical literacy and navigational skills.			

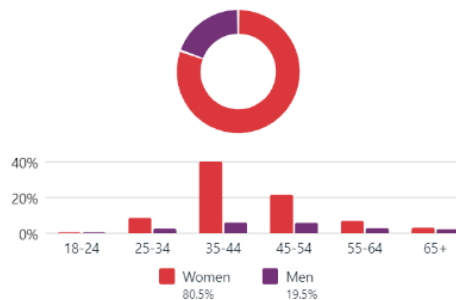
Strategic plan 2020 – 2023 Evaluation

2. Sport Support	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
Marketing fundraising, merchandising, brand management	Establish greater awareness about orienteering in AB. Maintain OAP resource guide as first contact with new areas.	Use social media to raise awareness about orienteering and its benefits. Completed	Monitor social media interaction statistics completed	The reports can be found in the annual AGM reports on our website. The number of followers and page views on social media platform are similar from year to year. After the initial set up and SS efforts it is in "maintenance stage". To gain more momentum a new communication strategy may be needed.
Communication newsletters website and social media	Keep abreast of new information and changes of programs at national, provincial, and club levels and communicate it in timely manner	<ul style="list-style-type: none"> Keep up with quarterly newsletters for membership engagement Maintain website and social media communication. completed	Monitor social media and web page statistics. completed	AOA newsletters and social media communication about mainly orienteering events and programs. Had some new articles and posts about McMaster University study on why orienteering is good for the brain, which did lead to some new Try It participants
Promotions	Work with FWOOC and EOOOC membership & promotion committees to share best practices. Work with other sport organizations for cross sport promotion	<ul style="list-style-type: none"> Promote participation of Alberta athletes of all ages at competitions (regional, Nat'l & international champs), and at training events. Promote public engagement events like World O-Day and local demos. completed	Monitor event participation numbers and compare year to year change completed	Annual reports can be found in our website AGM reports

Facebook followers ⓘ

720

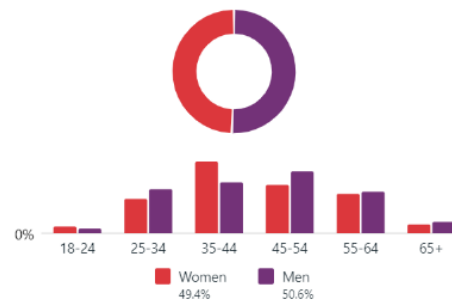
Age & gender ⓘ



Instagram followers ⓘ

263

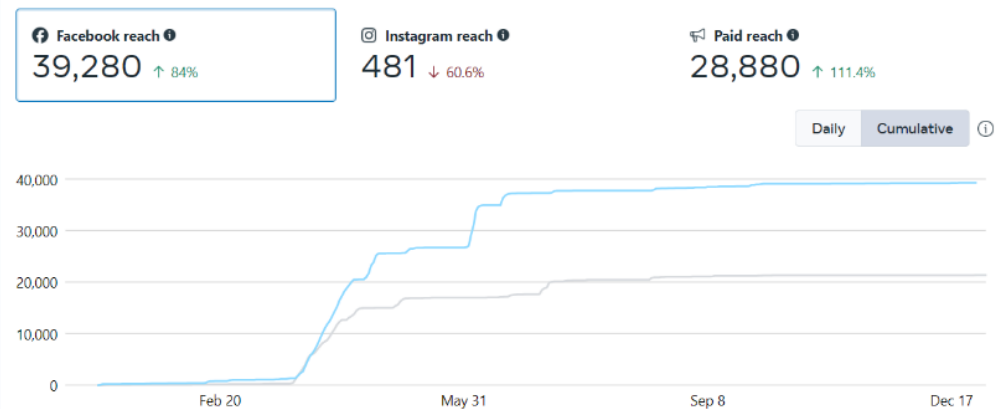
Age & gender ⓘ



Reach ⓘ

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3. COORDINATED EFFORTS

Keep up to date with federal and provincial sport initiatives, create partnerships and collaboration to support the Canadian Sport for Life movement and align with Active Alberta’s “outcomes and strategic priorities” and Orienteering Canada’s accountability standards. Disseminate this information to the clubs.

3. Coordinated Efforts and Activities	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
A. Partnerships	Connect and collaborate with other organizations from the sport, education, recreation, and health sectors to increase the sport orienteering profile as a motivating, healthy recreational activity, and physical literacy development tool.			
Collaboration	Maintain relationships with current outreach organizations to promote orienteering in alternative settings.	Facilitate continuance of orienteering within schools and youth groups. completed	Track and monitor events, meetings attended and collaboration projects started each year. completed	Reported annually to SPAR. School programs are by far the most successful collaboration. In 2022 over 13,000 students tried orienteering thanks for the Edmonton club: a huge impact.
Out-Reach schools, recreation, health and other	Connect and collaborate with other sport clubs, schools, recreation groups and the health sector, to increase orienteering’s profile as a recreational activity and PL development tool. Initiate efforts to serves underrepresented group where possible.	Attend meetings and events where networking opportunities exist. Search opportunities to showcase the OAP program to initiate interest. completed Contact groups such as trail runners, adventure runners, cross-country ski groups to encourage cross-promotion with orienteering. Research lobbying strategies, e.g. land access. Not completed Start conversation with DSOs to gain understanding of how orienteering events can be more inclusive. Not completed	completed	Outreach events were successful with local clubs collaborating with xc ski clubs, outdoor ed. centers, SOGO Calgary, marathon events. Two new permanent courses were set up, one in Crowsnest Pass and one at the Strathcona Wilderness Center (Edmonton). A few outreach events were set up for underrepresented groups: Try It events for Ukrainian newcomers, LGBTQ events, and low-income families.

Strategic plan 2020 – 2023 Evaluation

3. Coordinated Efforts and Activities	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
B. Alignment	Keep up to date with federal and provincial initiatives to support the common goals of the Canadian Sport for Life movement and stay aligned with Active Alberta’s “outcomes and strategic priorities” and Orienteering Canada’s accountability standards.			
Active for Life	Keep supporting the Canadian Sport for Life and PL movements to provide opportunities for people in Alberta to stay active and healthy at any age.	Continue implementing Orienteering Canada’s Long-Term Athlete Development model (LTAD). Implement OC rules and guidelines at all O events (Open to all ages and abilities). - completed	Track and report on activities related to this strategic goal. No changes	After developing the LTAD and implementing it in our programs and events no more new initiative happened. No changes
Support NSO	Provide aide to OC with ongoing projects as needed.	Gain more understanding and work with OC to incorporate the LGBTQI2S community needs. Local initiatives only	Track and report on activities related to this strategic goal.	Good relationship and collaboration were maintained with NSO. Worked with new members engagement committee. Working with National Team Selection committee, COC, WCOC and other projects such as the Junior Program summit and other policies. Supporting Interpodia implementation for membership registration and events.
Maintain Alignment with SPAR	Maintain or increase SPAR financial support for AOA.	Stay up to date with Safe Sport policies. Update AOA Safe Sport polices as required. Ensure all SPAR reporting requirements are met. completed Maintain regular contact with SPAR representatives. completed	Track and report on activities related to this strategic goal. completed	Annual accountability reports are done annually. Most of the policies are up to date and implemented except the UCCM.

4. MAPPING DEVELOPMENT

Guide mapping development to maintain safe and inspiring orienteering “facilities”.

4. Mapping development	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
	Maintain existing maps and support the development of new maps to provide locations for orienteering events.			
<p>Mapping Committee</p>	<p>Establish a mapping committee with representatives from local clubs and AOA to guide direction and establish priorities.</p>	<ul style="list-style-type: none"> • Maintain collaborative relationship with clubs to access maps. Explore need for a written agreement for accessing maps. • Develop a list of priority mapping projects - both new maps and maps to update. completed • Select from the priority projects to arrange for the mapping to be done in a manner that fits within the AOA budgetary limits. completed • Work with Outreach projects to coordinate mapping needs for new maps. completed • Keep information about ISOM standards up to date and identify maps to update according to international standards 	<ul style="list-style-type: none"> • Track the completion of new maps and mapping projects • Track the number of Outreach maps created 	<p>Before 2023 year we did not have a mapping director, so we worked collaboratively with the clubs on an ad hoc basis, to make sure AB mapping needs were met.</p> <p>Completed WCOC map- Lusk creek which was a long and extensive mapping project</p> <p>Supported both clubs to update their forest maps; (Dalmuir, Moose creek)</p> <p>Completed updated several outreach maps:</p> <p>Airdrie: 1</p> <p>Red Deer: 3</p> <p>Calgary: 2</p> <p>Crowsnest pass:1</p>

Strategic plan 2020 – 2023 Evaluation

4. Mapping development	Strategic points: Goals	Tactics	Measurement	Evaluation 2023
<p>Land access and permits</p>	<p>Increase land access as granted by provincial government departments and other agencies.</p>	<ul style="list-style-type: none"> • Maintain list of forest maps as to which government department or organization controls access and who to contact for permits. completed • Maintain land access as granted by provincial government departments and other agencies to ensure access to existing maps and to allow expansion to new areas. • Meet with provincial officials (e.g., Alberta Parks or Sustainable Resource and Development (SRD)) regarding specific maps as necessary, and work with Government departments and other agencies involved in granting access. completed • Maintain communications with Spray Lake Sawmills regarding logging in the Elbow Valley which will impact two of our maps. completed 	<p>Number of successful land access in new projects</p>	<p>Pine lake/ Stackhouse project halted due to Ducks Unlimited MOU not being signed to ensure land access for future events.</p> <p>Had meetings with AB Parks that significantly advanced the establishment of a provincial land-access permission framework for orienteering events.</p> <p>With our help, AB Parks developed a standardised permission process as outlined in a detailed document. Will potentially be a template for AB Parks use for agreements with other sport organizations who wish to hold events in AB parks.</p> <p>Still waiting for AB Parks review of our current forest maps for granting seasonal permits.</p>