



Alberta Orienteering Association

**Strategic Plan
2018-2020**

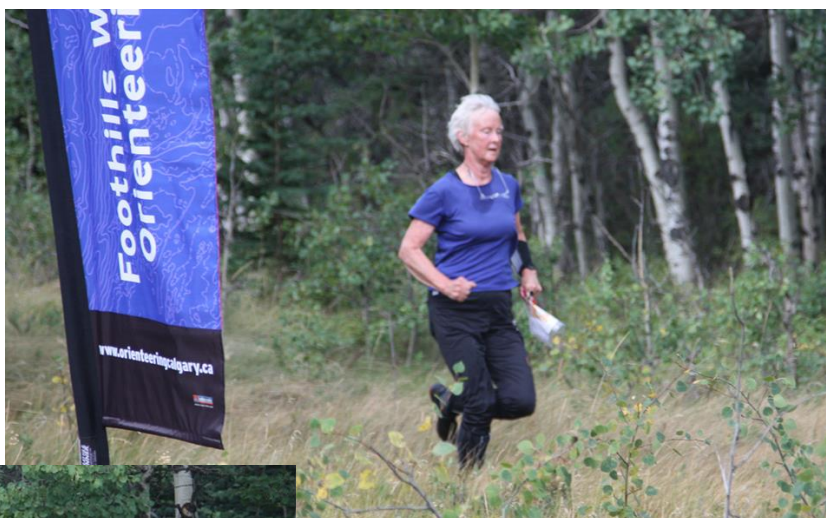


The 2018 – 2020 Alberta Orienteering strategic plan strives to build and renew basic infrastructure required to develop orienteering as a life-long activity that provides opportunities for all orienteers to meet their potential, be they a developing junior, recreational participant, fit adult or elite athlete. Priority areas are:

- Talented technical specialists – coaches, officials and mappers
- Development opportunities and programs for demographics not currently addressed by existing programs
- Orienteering maps, which are our orienteering ‘facilities’
- Organizational capacity – leadership, participation, system coordination

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INTRODUCTION

Development of the Alberta Orienteering Association's 2018 – 2020 strategic plan afforded the Alberta orienteering community a valuable opportunity to take stock and set a deliberate course for the future of orienteering in Alberta.

The plan was influenced by the recently developed Alberta Sport Connection **Accountability Framework for the Association Development Program**, as well as Orienteering Canada's (OC) strategic plan and with reference to Active Alberta. The plan was based on an evaluation of the current 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 provides 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. Appendix 1 illustrates alignment between Active Alberta and the Alberta Orienteering Association 2018- 2020 Strategic Plan.

BACKGROUND

Orienteering is a sport that requires navigational skills, using a map and compass to navigate from point to point in diverse and usually unfamiliar terrain, and normally moving at speed. It is performed outdoors in natural settings and provides a stimulating blend of mental and physical challenge.

Founded in 1974, the Alberta Orienteering Association (AOA) is a non-profit sporting organization that leads the development of orienteering in the province of Alberta. An elected, volunteer board of directors governs and manages its affairs. The Association is a member of Orienteering Canada, which is recognized by the International Orienteering Federation as the national governing body for orienteering in Canada.

In Alberta, there are two orienteering clubs, one each in Calgary and Edmonton, that boast 2000 members and over 4500 participants between them (2017 figures). The clubs run weekly local events from April to October in city parks and river valleys, and on selected weekends, in the forests and prairies of Alberta. The AOA and its subsidiary clubs have also organized the Alberta Provincial Championships each year and hosted national orienteering championships (1985, 1995, 2002, 2012, 2016) and international championships (World Cup 1990, Asia Pacific Orienteering Championships 2002, North American Orienteering Championships 1990 and World Masters Orienteering Championships 2005). In addition, Alberta orienteers filled key roles for national and international events hosted by neighbouring provinces – Canadian Orienteering Championships in Saskatchewan (2007) and North American Orienteering Championships in British Columbia (2010) and in the Yukon 2018.

After fifteen years of inviting Canada and the world to Alberta, the orienteering community in Alberta has decided it now needs to focus its attention closer to home to build and renew the infrastructure required to support our local athletes and grassroots development.

CURRENT STATE

Local Clubs

The two orienteering clubs in Alberta each qualify for funding through Alberta Gaming and Liquor Control (AGLC). They have used this money to independently develop robust junior programs, school programs, purchase timing and map printing equipment, and hire mappers to create maps of city parks. While local orienteering programs are strong, they are also independent with limited collaboration and coordination at the provincial level. This applies to administrative structures, processes and systems as well. There are opportunities for the AOA to lead provincial collaboration, share knowledge, and invest in comprehensive administrative systems that will lead to organizational efficiency.

Membership and Volunteers

The orienteering community in Alberta is comprised of many long-time members who are passionate about orienteering. These people include founding members, former national champions, former club presidents, AOA past-presidents, national board members and highly qualified orienteering officials. Over the past forty years, these individuals have each selflessly volunteered tens of thousands of hours. It is imperative that the knowledge and experience of these volunteers be passed onto others in the volunteer 'workforce'.



We have a cadre of very able and experienced officials in Alberta, but their average age is steadily increasing. While some members have been trained in the past ten years, they are mostly still entry-level officials: we need more officials qualified at the higher levels that are necessary to host major competitions. Orienteering Canada has just released their revised officials training program, providing an opportunity to reinvigorate officials training in the province. It is crucial that we act soon to capitalize on the knowledge and expertise of retiring officials.

Maps

Orienteering maps are the foundation of our sport but destruction of terrain by off-road vehicles or forest fire, declaration of environmentally sensitive areas by governments, difficulty in accessing grazing areas, obtaining permits in the Bow Corridor and landowner issues have restricted access to our mapped areas. It is important that we lobby for continued access to our forest maps, given the recent trend of provincial departments and land stewards to deny access for our events.

Programs

Junior training is provided by the local clubs while Orienteering Canada delivers the high-performance program for athletes vying for positions on the national team. What is missing is more national level local competition and international event experiences for high-performance and aspiring athletes.

There is a gap between juniors and adults: we are not capturing the late teen demographic. There is also limited programming for adults new to the sport. We need this group to take over the reins from the long-time stalwarts, so it is important to address their needs.



AOA VISION

Our vision: Albertans of all ages and abilities, from recreational participants to elite athletes, recognize and enjoy orienteering as a rewarding outdoor navigational sport that builds physical and mental capacity to stay active for life.

AOA MISSION

The mission of the Alberta Orienteering Association is to lead the growth and development of the sport of orienteering in Alberta. This pertains to local orienteering organizations and individual orienteers whether they are athletes, recreational participants, coaches, mappers or officials. The Alberta Orienteering Association accomplishes this by:

- Coordinating provincial initiatives and connects with the Alberta sport sector to provide quality sport and recreational activities within the province
- Representing Alberta orienteers at Orienteering Canada
- Advocating on behalf of Alberta orienteers including liaising with the Government of Alberta
- Hosting provincial, national and international orienteering events

AOA ROLE

On behalf of the local clubs, Alberta orienteering:

- Is the voting member for Alberta orienteers in Orienteering Canada
- Links the insurance coverage under Orienteering Canada's insurance policy to the events hosted by the AOA and by the local clubs
- Organizes and pays for forest mapping in the province, outside of Calgary and Edmonton
- Provides training of orienteering officials and coaches using Orienteering Canada's revised certification courses, as they become available
- Through the executive director, provides support to local clubs and outreach to areas without established clubs

A new role for AOA that has developed in the past few years is to lead the lobbying for the continued access to our forest maps, given the recent trend of provincial departments and land stewards to deny access for our events; a coordinated effort will be more effective.

Ultimately, the AOA role, as outlined in this strategic plan, is to co-ordinate provincial initiatives, provide resources, and facilitate, with the overall aim to further the development of orienteering in Alberta.

AOA VALUES

Since our founding in 1974, the AOA's aspirations and actions have been guided by core values drawn from the sport of orienteering and the orienteering community. In particular, we value:

- **VOLUNTEERISM** – The heart of orienteering is the volunteers. We believe that all volunteers are to be encouraged, supported and acknowledged for the selfless hours they devote to this sport.
- **EXCELLENCE** - We believe in the right of all people to pursue their personal level of excellence.
- **FAIRNESS** - We believe in fairness on and off the course, as characterized by equality, integrity and trust.
- **RESPECT** - We believe in free and open communication and value the views, roles and contributions of all.
- **LEADERSHIP** - We believe that Alberta orienteers have a responsibility to apply and teach the values of the AOA, involve others in the orienteering experience and inspire and empower them to reach their potential.



- **INCLUSIVENESS** - We believe that we should encourage participation of all segments of the community.
- **ENVIRONMENTAL STEWARDSHIP** – We believe in preservation of the natural environment and to make every effort to minimize impact.
- **ENJOYMENT** - We believe in the sport of orienteering being enjoyable.

STRATEGIC PRIORITIES

1. SPORT DELIVERY

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

2. SPORT SUPPORT

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

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.

4. MAPPING DEVELOPMENT

Guide mapping development to maintain safe and inspiring orienteering "facilities".



STRATEGIC PRIORITY #1: SPORT DELIVERY

PROVIDE INCLUSIVE AND SEAMLESS SPORT DELIVERY SYSTEM IN THE PROVINCE WHICH WILL INCREASE THE MEMBERSHIP AND PARTICIPATION NUMBERS IN ORIENTEERING.

A. Membership, Clubs, Programs and Membership management

Objective:

Maintain sustainable membership growth in minimum 4 Zones (shown in the map below) across the Province by providing support to existing clubs and identifying new areas for outreach projects and new club development.



Goals:

- Maintain membership growth in well-established Zones (3, 6) and focus on building more membership through the existing clubs in adjacent zones (2, 5)
- Develop best practices for retaining and increasing membership by learning from other orienteering and sport groups.
- Where communities have established a successful outreach program, target them for the creation of a new orienteering club.
- Identify interest and contacts in Zones 4, 7 and 8, 1 where the OAP could be implemented.

Key Tactics:

- Identify communities in central zones for new outreach programs (in Zones 2 and 5) and link this to mapping priorities.
- Increase presence by offering demo events in Zones 2 and 5 where outreach initiatives have resulted in interest.
- Work with OC New Member Engagement committee to develop best practices and resources to support new member engagement.
- Work with FWOC and EIOC membership & promotion committees to share best practices.
- Develop standard membership reporting tools for clubs to submit annually.
- Assist the clubs (FWOC and EIOC) with volunteer management practices.

B. Sport Programming

Objective:

Create, coordinate and promote opportunities for Alberta orienteers (Athletes, Coaches, Officials, Mappers) to reach their goals in their level of involvement and performance.



Goals:

- **Intro to Sport:** Introduce and establish the Outdoor Adventure Program in many communities as a self-sufficient tool to introduce orienteering and outdoor physical literacy skills to youth.
- **Recreational Sport:** Maintain and promote the recreational categories at orienteering events as a means for new orienteers to become involved with competition, as well as welcoming LGBTQ2S community with non-gender based categories.
- **Competitive Sport:** Maintain and promote the stages of the LTAD model and Establish Team Alberta to support the development of athletes, coaches and officials at the competitive stages.
Develop support and recognize Albertan athletes in all of the LTAD competitive stages (from HP to “competitive for life” participants).
Organize and promote annual Alberta Orienteering Championships (with clubs) and provide support to OC major events as it fits with provincial goals.
- **Coach Development:** Oversee and implement coaching certification process in the Province to retain and increase the number of certified coaches.
- **Officials Development:** 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.
- **Mappers development:** Increase number of Alberta mappers

Key Tactics:

- Complete Outdoor Adventure Program (OAP) resource document.
- Promote and market the OAP and identify communities who are interested in developing a sustainable program and support them with program development.
- Implement and advertise the recreational categories at every Orienteering event from club's local events to provincial competitions.
- Form a Team Alberta Committee and create terms of reference. Work with the committee members to outline goals and objectives for Team Alberta.
- Develop a provincial-wide support program which helps the clubs to promote competitive engagement in the sport of Orienteering.
- Maintain the High-Performance and Pursuit of Athletic Excellence Grants to encourage participation in national and international events.
- Identify, develop and support Alberta junior athletes aspiring to OC's HPP program.
- Help the clubs to host AOC annually, alternating between north and south zones.
- Establish AOA Skills Development Committee.
- Maintain updates on the existing courses and communicate with current coaches, officials, and mappers about opportunities for practicums and further training (training camps comps, etc.).
- Maintain a list of provincial coaches, officials, mappers and their status.
- Identify existing resources (in and outside the province): mappers willing to train new mappers.
- Advertise for and recruit potential mappers and host or sponsor attendance at annual mappers clinic.
- Create new opportunities to start mapping projects with mentorship support for clubs and outreach projects

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement
1. A Membership	Maintain sustainable membership growth in minimum 4 Zones across the Province by providing support to existing clubs and identifying new areas for outreach projects and new club development.		
	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"> • Identify communities in central zones for new outreach projects (in Zone 5,7) Link this to mapping priorities. • Increase presence by offering demo events in Zone 2 and 4 where outreach initiatives have shown interest. 	Track membership numbers and activities in all Zones.

Member 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 best practices and resources to support new member engagement. • Assist the clubs (FWOC and EEOC) with volunteer management practices. • Work with FWOC and EEOC membership & promotion committees to share best practices. • Develop standard membership reporting tools for clubs to submit annually 	Report on identified activities regarding retention and monitor membership numbers from year to year.
Clubs, local programs	Identifying and target communities (which 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"> • Establish new outreach projects with the help of Outdoor Adventure Program (OAP) • Organize regular meetings with club leaders and committees 	Monitor outreach projects participation numbers and interest.
1.B Sport Programming	Create, coordinate and promote 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	Introduce and establish the Outdoor Adventure program in many communities as a self-sufficient tool to introduce orienteering and outdoor physical literacy skills to youth.	<ul style="list-style-type: none"> • Complete Outdoor Adventure Program (OAP) resource document • Promote and market the OAP and identify communities who are interested in developing a sustainable program and support them with program development. 	Monitor and report on numbers of communities and if possible participation numbers
Recreational Sport– Active for Life	Maintain and promote the sport system and recreational categories at events as outlined by Orienteering Canada (OC) LTAD model.	<ul style="list-style-type: none"> • Implement and advertise the recreational categories at every Orienteering event from club's local events to provincial completions. 	Monitor and compare participation in rec categories and club events
Competitive Sport Train to Train, Train to Compete, Reg'l & Prov Champs, National Competitions	Establish Team Alberta to support athletes, coaches and official's development at all stages of LTAD competitive categories	<ul style="list-style-type: none"> • Form a Team Alberta Committee and create terms of reference. Work with the committee members to outline goals and objective for Team Alberta. • Develop a provincial-wide support program which helps the clubs to promote competitive engagement in the sport of Orienteering 	Create a club survey after first year for feedback

	Develop, support and recognize Albertan athletes in all of the LTAD competitive stages (from HP to competitive for life participants)	<ul style="list-style-type: none"> • Maintain the High-Performance and PofAE Grants to encourage participation in national and international events. • Identify, develop and support Alberta Junior athletes aspiring to OC's HPP program. 	Track grant application and compare yearly progress
	Organize and promote annual Alberta Orienteering Championships (with clubs) and provide support to OC major events as it fits with provincial goals.	<ul style="list-style-type: none"> • Help the clubs to host AOC annually alternating between north and south zones. 	Track AOC numbers and compare yearly progress
Technical Development	Increase the number of coaches, officials, and mappers in the province.		Reporting certified coaches, officials, mappers numbers and tracking practicum/ certification activities and courses offered
Coach Development NCCP, Learning Facilitators	Oversee and implement coaching certification process in the Province to retain and increase the number of certified coaches.	Establish AOA Skills Development Committee <ul style="list-style-type: none"> • Maintain updates on the existing Community Coaching and Comp-Intro courses • Communicate with current coaches, to confirm status, and opportunities for practicums and further training(training camps comps, etc.) • Maintain list of provincial coaches and their status 	
Officials Development Training & Cert,	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"> • Establish AOA Skills Development Committee to develop resources/communication to identify needs and opportunities. • Communicate with existing officials, to confirm status and provide info about opportunities for practicums • Maintain a list of provincial officials and their status 	
Mappers Development	Increase number of Alberta mappers	<ul style="list-style-type: none"> • Identify existing resources: mappers willing to train new mappers. • Identify Club (FWOC / EOC) initiatives to build on existing programs • Advertise for and recruit potential mappers and host or sponsor attendance at annual mappers clinic • Create new opportunities to start mapping project with mentorship support for clubs and outreach projects 	

STRATEGIC PRIORITY #2: SPORT SUPPORT

PROVIDE EFFECTIVE AND EFFICIENT ORGANIZATIONAL STRUCTURE, PRACTICES AND MANAGEMENT TO ASSIST SPORT DELIVERY.

A. Organizational Management

Objective:

Strengthen organizational capacity to build leadership and volunteer base. To have a thriving orienteering community, with effective leadership and policies, procedures and to build an organizational “memory” that ensures that we are always actively working to meet our vision.

Goals:

- **Governance and planning:** Develop and maintain AOA Board of directors’ skills. Maintain up-to-date policies and bylaws, including Strategic plan, Risk Management Policy, Annual Budget and Roadmap for the Operational Plan.
- **Financial management:** Maintain existing protocols and safe financial management practices. Explore new opportunities to diversify revenue sources.
- **Human resources:** Keep up to date staff/ volunteer management policies. Maintain good Board/ED communication and face to face meetings. Assist the clubs with volunteer management.



Key Tactics:

- Provide Board development education: occasional training; share relevant literature; update job descriptions; create Board Orientation Handbook.
- Maintain ED - paid staff position- to support AOA operation
- Establish a nominating committee to find and recruit potential board members.
- Research existing Risk Management policies and best practices to create a comprehensive plan not only for AOA but programs and events.
- Identify resources and invest in new technologies to keep AOA operation efficient; and keep staff, contractors, and volunteers working in the field safely.
- Maintain monthly budget review and yearly audit.
- Explore Granting, Fundraising, Sponsorship opportunities.

B. Communication-Marketing-Promotion:

Objective:

Make the sport of orienteering understood by a majority of the population. Create message that highlights the unique physical and mental benefits of orienteering and utilizing orienteering as a tool to build outdoor physical literacy and navigational skills which provide confidence and competency to be active for life in the outdoors.

Establish branding for the grassroots Outdoor Adventure Program.

Goals:

- Explore and establish new marketing opportunities - social media?
- Establish awareness of Orienteering and branding of AOA with the help of the new Outdoor Adventure Program
- Keep abreast of new information and changes to programs at national provincial and club levels and communicate it in timely manner
- Work with existing clubs FWOC and EOOC membership & promotion committees to share best practices
- Work with other organizations to for cross promotion

Key Tactics:

- Use social media to market and promote OAP across the province to raise awareness about orienteering and AOA.
- Keep up with quarterly newsletters for membership engagement.
- Maintain website and social media communication.
- Promote participation of Albertan athletes of all ages at competitions (regional, national & international champs), and at training events by establishing “Team Alberta”.
- Promote public engagement events like World Orienteering Day and local demos through the clubs.
- Work with O.C. new member engagement committee to establish best practices.



2. Sport Support	Strategic points: Goals	Tactics: How are we going to accomplish	Measurement
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	<ul style="list-style-type: none"> • Provide Board development education: occasional training; share relevant literature; update job descriptions; create Board Orientation Handbook. • Maintain ED - paid staff position- to support AOA operation • Establish a nominating committee to find and recruit potential board members. 	Existing policies and documents checklist and updates. Number of events attending by Board members and ED.
Risk Management Decisions Making, Accountability Systems	Develop and Maintain up to date Risk Management Policy	<ul style="list-style-type: none"> • Research existing Risk Management policies and best practices to create a comprehensive plan not only for AOA but for programs and events. • Identify resources and invest in new technologies to keep AOA operation efficient; and keep staff, contractors, and volunteers working in the field safely. 	Keep track of policy reviews and updates.
Planning Strategic Plan, Operational Plans	Maintain up-to-date policies and bylaws, Including Strategic plan, annual Budget and Roadmap for operational plan.	<ul style="list-style-type: none"> • Review existing documents annual and identify if updates needed. 	Keep track of yearly plans and policy updates.
Financial management Financial Diversity, Budgeting / Controls	Maintain existing protocols and safe financial management practices. Explore new opportunities to diversify revenue sources.	<ul style="list-style-type: none"> • Maintain monthly budget review and yearly audit. • Explore Granting, Fundraising, Sponsorship opportunities. 	Track new grants, sponsorship or fundraising activities.
Human Resources Volunteer Management, Staff Management	Keep up to date staff/ volunteer management polices. Maintain good Board/ED communication and face to face meetings. Assist the clubs with volunteer management.	<ul style="list-style-type: none"> • Regular update policies aligning with employment standards regarding staff/volunteer management. • Keep track of active officials, coaches' certification and activities. • Research volunteer recognition practices in other organizations. 	Keep track of policy reviews and updates.

2.B Marketing and Communications	Make the sport of orienteering understood by a majority of the population. Create message that highlights the unique physical and mental benefits of orienteering and utilizing orienteering as a tool to build outdoor physical literacy and navigational skills which provide confidence and competency to be active for life in the outdoors.		
Marketing sponsorship, fundraising, merchandising, brand management	Establish awareness of orienteering and branding of AOA with the new OAP. Discover opportunities for sponsorship with the new grassroots program OAP	<ul style="list-style-type: none"> • Market and promote OAP across the province to raise awareness about orienteering and AOA. • Explore opportunities for Team Alberta Sponsorship 	Evaluate after 3-year term if outreach events were progressing.
Communications 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. 	Monitor social media and web page statistics.
Promotions	Work with FWOC and EOOC membership & promotion committees to share best practices. Work with other organizations for cross 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. 	Monitor event participation numbers and compare year to year change



STRATEGIC PRIORITY #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.

3.A Partnerships

Objective:

Identify opportunities to promote orienteering to youth organisations (e.g. Forest Wardens) and under-represented groups at grass-roots level.

Connect and collaborate with other organizations from the sport, education, recreation, and health sectors to increase Orienteering profile as a motivating, healthy recreational activity and Physical Literacy development tool.



Goals:

- Establish partnership projects with organisations already working with youth and/or under-represented groups.

Key Tactics:

- Attend meetings and events where networking opportunities exist
- Search opportunities to showcase the Outdoor Adventure Program to initiate interest
- Start conversation with DSOs to gain understanding of how orienteering events can be more inclusive.

3.B Alignment with Federal and Provincial Initiatives & Activities

Objective:

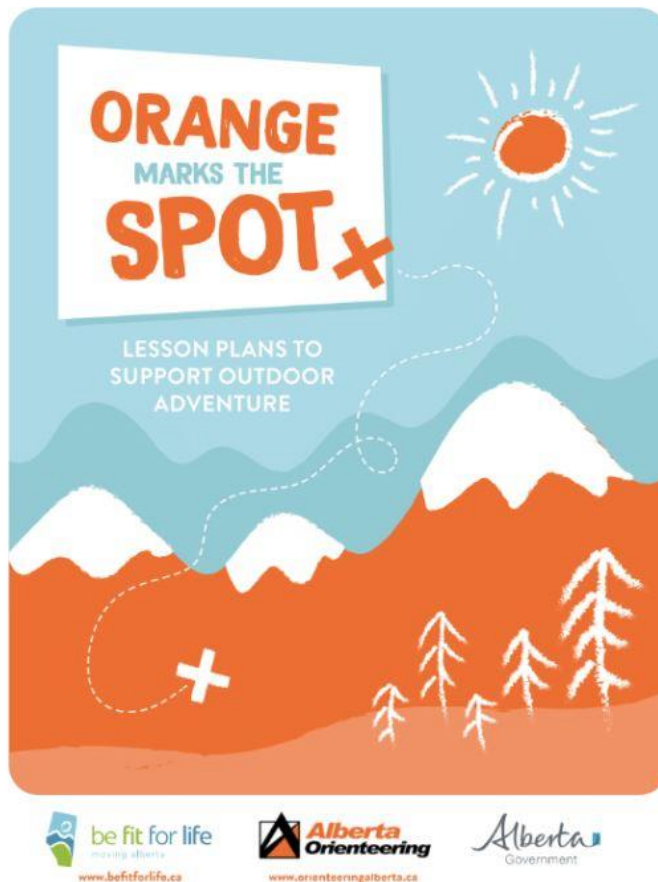
Keep up to date with the Federal and Provincial Initiatives to support the common goals of the Canadian Sport for Life movement and stay aligned with Active Alberta’s “outcomes and strategic priorities” and Orienteering Canada’s accountability standards.

Goals:

- Keep supporting the Canadian Sport for Life and Physical Literacy movements to provide opportunities for people in Alberta to stay active and healthy.
- Provide support to OC with ongoing projects as needed.
- Maintain or increase Alberta Sport Connection financial support for AOA.

Key Tactics:

- Continue implementing Orienteering Canada's Long-Term Athlete Development model (LTAD) and help with the Athlete Development Matrix completion.
- Promote the OC rules and guidelines at all O events; it is for all ages and abilities.
- Gain more understanding and work with OC to incorporate the LGBTQ12S community needs.
- Ensure all ASC reporting requirements are met.
- Maintain regular contact with ASC representatives.



Coordinated Efforts and Activities	Strategic points: Goals	Tactics: How are we going to accomplish	Measurement
Partnerships	Connect and collaborate with other organizations from the sport, education, recreation, and health sectors to increase Orienteering profile as a motivating, healthy recreational activity and Physical Literacy development tool.		
Collaboration schools, recreation, health and other	Connect and collaborate with other sport clubs, schools, recreation groups and healthy sector to increase Orienteering profile as a recreational activity and PL development tool. Initiate efforts to serve underrepresented groups where possible	<ul style="list-style-type: none"> • Attend meetings and events where networking opportunities exist • Search opportunities to showcase the OA program to initiate interest • 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; Stay connected with ORCA • Start conversation with DSOs to gain understanding of how orienteering events can be more inclusive. • Explore opportunities with health sector for promotion 	Track and monitor events, meetings attended and collaboration projects started each year.
Alignment and role clarity	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.		
Federal and Provincial Initiatives & Activities -For life-long participation, for achievement of excellence.	<ul style="list-style-type: none"> • Keep supporting the Canadian Sport for Life and PL movements to provide opportunities for people in Alberta to stay active and healthy. • Provide aid to OC with ongoing projects as needed. 	<ul style="list-style-type: none"> • Continue implementing Orienteering Canada's Long-Term Athlete Development model (LTAD) and help with the Athlete Development Matrix completion. • Promote the OC rules and guidelines at all O events; it is for all ages and abilities. • Gain more understanding and work with OC to incorporate the LGBTQ12S community needs. 	Track and report on activities related to this strategic goal.

STRATEGIC PRIORITY #4: MAPPING DEVELOPMENT

GUIDE MAPPING DEVELOPMENT TO MAINTAIN SAFE AND INSPIRING ORIENTEERING FACILITIES.

Objective:

Maintain existing maps and add offer support to create new maps to provide locations for orienteering events.

Goals:

- **Mapping Committee:** Establish a mapping committee with representatives from local clubs and AOA to guide direction and establish priorities
- **Land access and permits:** Increase land access as granted by provincial government departments and other agencies.

Key Tactics:

- Develop protocol for coordinating a central database and storage location for version control for forest map data file
- Develop list of priority mapping projects - both new maps and maps to update.
- Select from the priority projects to arrange for the mapping to be done in a manner that fits within the AOA budgetary limits
- Work with Outreach projects to coordinate mapping needs for new “KISS” (Keep It Simple Stupid) maps
- Keep information about ISOM standards up to date and identify maps to update according to international standards
- Identify all forest maps as to which government department or organization controls access
- 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 other agencies involved in granting access.



4. Mapping development O-facilities	Strategic points: Goals	Tactics: How are we going to accomplish	Measurement
4.A Mapping committee	Maintain existing maps and provide support to create new maps to maintain locations for orienteering activities.		
	Maintain mapping committee to guide mapping directions.	<ul style="list-style-type: none"> • Develop protocol for coordinating a central database and storage location for version control for forest map data file • Develop a list of priority mapping projects - both new maps and maps to update. • Select from the priority projects to arrange for the mapping to be done in a manner that fits within the AOA budgetary limits. • Work with Outreach projects to coordinate mapping needs for new KISS maps. • Keep information about ISOM standards up to date and identify maps to update according to international standards 	Map database management protocol document created in 2018. Numbers of Outreach maps created
4.B Land access and permits	Increase land access as granted by provincial government departments and other agencies.		
	Increase land access as granted by provincial government departments and other agencies.	<ul style="list-style-type: none"> • Identify all forest maps as to which government department or organization controls access • 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 other agencies involved in granting access. 	Number of successful land access in new projects

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The Alberta Sport Connection Accountability Framework for the Association Development Program and Orienteering Canada's strategic plan formed the foundation of this plan. Thank you for our sport consultants at Alberta Sport Connections and Orienteering Canada for the continuing support.



APPENDIX A - LINKS TO POLICIES OF OTHER ORGANIZATIONS

The following table illustrates how the AOA strategic plan aligns with the Government of Alberta's 'Active Alberta' policy, Orienteering Canada's strategic plan, and Orienteering Canada's Long-term Athlete development plan.

References:

Active Alberta Policy (see pages 18-23): <https://open.alberta.ca/dataset/b9c193cf-9dc3-4e15-8ed9-8c8961e9ad21/resource/e22bfd29-f397-4e34-8306-796526397ee8/download/5641678-2012-activealbertapolicy.pdf>

Orienteering Canada (OC) Strategic Plan: <http://www.orienteering.ca/pdfs/OrienteeringCanadaStrategicPlan.pdf>

Orienteering Canada LTAD: http://www.orienteering.ca/pdfs/LTAD_Orienteering.pdf

Links to Policies of other Organizations	AOA OBJECTIVES			
	Sport delivery #1	Sport support #2	Coordinated efforts #3	Mapping #4
	Seamless & inclusive sport delivery at all levels	Efficient organizational system, leadership & communication	Partnerships and alignment with government initiatives	Develop and maintain maps O facilities
ACTIVE ALBERTA				
OUTCOME #1: ACTIVE ALBERTANS - More Albertans are more active, more often	X	X	X	X
OUTCOME #2: ACTIVE COMMUNITIES - Alberta communities are more active, creative, safe and inclusive	X	X	X	X

	Sport delivery #1	Sport support #2	Coordinated efforts #3	Mapping #4
OUTCOME #3: ACTIVE OUTDOORS - Albertans are connected to nature and able to explore the outdoors	X	X	X	X
OUTCOME #4: ACTIVE ENGAGEMENT - Albertans are engaged in activity and in their communities	X	X	X	X
OUTCOME #5: ACTIVE COORDINATED SYSTEM - All partners involved in providing recreation and Albertans work together in a coordinated system		X	X	
OUTCOME #6: PURSUIT OF EXCELLENCE - Albertans have opportunities to achieve athletic excellence	X	X	X	X
OC STRATEGIC PLAN				
STRATEGY #1: GROWING THE MEMBERSHIP GRASSROOTS DEVELOPMENT	X	X	X	
STRATEGY #2: HIGH PERFORMANCE DEV	X	X	X	X
STRATEGY #3: BUILDING ORGANIZATIONAL CAPACITY	X	X	X	X
STRATEGY #4: DEVELOPING STRATEGIC PARTNERSHIPS		X	X	
STRATEGY #5: BUILDING PROFILE AND COMMUNICATION		X	X	

	Sport delivery #1	Sport support #2	Coordinated efforts #3	Mapping #4
ORIENTEERING CANADA'S LTAD MODEL				
Active Start	X	X	X	
Fundamentals	X	X	X	X
Learn to Train	X	X	X	X
Train to Train 1	X	X	X	X
Train to Train 2	X	X	X	X
Learn to Compete	X	X	X	X
Train to Compete	X	X	X	X
Train to Win	X	X	X	X
Active for Life	X	X	X	X

APPENDIX B—IMPORTANCE OF MAPPING

Orienteering cannot happen without a map. An orienteering map is a specialized map that indicates not only contours or roads, but also, for example, the nature of the vegetation, small trails, and fine contour detail, that one would not get on a hiking-style topographic map. It takes many hours to first produce the base map, and then weeks of field-checking by highly specialized mappers who add the detail, based on what they see as they walk the area.

Importance of a map database and version control

An orienteering race can be lost or won based on the smallest of details, so the maps have to be accurate and up-to-date to ensure a fair competition. Trails are created, trees grow or fall, and stream paths change. When the course planner for a new event checks the terrain, they may notice changes that are not on the current map. With the new software and technology available it is possible for anyone to then make corrections to the map. But, critical issues are: whether they were qualified to make a change and if their change was accurate, whether someone else made other changes, which map file is the most recent, and so on. It sounds trivial, but with a volunteer-based organization, without oversight or policies in place, map versions multiply, not all corrections get added to each version, and soon one does not know which the most accurate map is. This can lead to many lost volunteer hours, as well as a compromised competition.

AOA is currently looking to find a solution to the map version control to protect and keep up to date with the mapping database in our province.

