



Alberta Orienteering Association

Strategic Plan

2014-2017



The 2014 – 2017 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 2014 – 2017 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 Orienteering Canada (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 2014- 2017 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 1100 members between them (2012 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 hosted national orienteering championships (1985, 1995, 2002, 2012) and international championships (World Cup 1990, Asia Pacific Orienteering Championships 2002, North American Orienteering Championships 2002, 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).

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.

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, 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. For example, there are no provincial systems for tracking map changes, or reporting membership and participation data (and both clubs report different metrics). 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, and landowner issues have restricted our access to our mapped areas. It is important that we lobby for the 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 a robust high performance program for athletes vying for positions on the national team. What is missing is high quality local competition and events 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 challenging outdoor map and compass navigational sport that leads to life-long physical and mental fitness.

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
- Representing Alberta orienteers at Orienteering Canada
- Advocating on behalf of Alberta orienteers including liaising with the Government of Alberta
- Hosting provincial, national and internal 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
- 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. Increase the number of officials, coaches and mappers.
2. To communicate, coordinate and promote opportunities for Alberta orienteers to reach their goals in their level of performance and in striving to reach their potential.
3. Develop new, and maintain existing forest maps for orienteering.
4. Strengthen organizational capacity to build an effective leadership and volunteer base, aligning with Active Alberta and Orienteering Canada accountability standards.



STRATEGIC PRIORITY #1: TO INCREASE THE NUMBER OF OFFICIALS, COACHES, AND MAPPERS

Objective:

To deliver progressive and organized training programs for Alberta officials, coaches and mappers, to increase AOA's organizational and leadership capacity, thus continuing the Alberta tradition of delivering quality local, regional, national and international competitions and training camps.

Goals:

Increase:

- The number of officials (100 level, 200 level, 300 level, and 400 level);
- The number of trained coaches (as programs become available; e.g. recreational level was available in 2013; a function of sanctioning by Coaching Association of Canada);
- The number of Alberta mappers – at least one new forest mapper by 2017 and two new urban mappers by 2017.

Key Strategies:

1. Offer annual official's training programs – increasing number of trained/ certified officials at each of the Orienteering Canada levels & retain existing officials.
2. Increase number of trained coaches in province by hosting/sponsoring attendance at annual coaches clinic
3. Increase number of Alberta mappers by either hosting/sponsoring attendance at annual mappers clinic
4. Identify provincial head coach or coaching facilitator and develop coaching, officiating, and mapping "infrastructure".
5. Develop and maintain database of officials, coaches, and Alberta mappers – coordinate with Orienteering Canada.
6. Keep abreast of changes in programs at national and club levels



Strategy	Action	Measurement
<p>1. Offer annual officials training program – increasing number of trained/certified officials at each of the Orienteering Canada levels & retain existing officials</p>	<p>a. Establish an officials training committee</p> <p>b. 2013 - Host Level 100 course at AOA retreat</p> <p>c. 2014 – Assist clubs with hosting their own Level 100 courses (train individuals to teach at club the 100 level, assist with tailoring the material to local needs/examples)</p> <p>d. 2014 – Host Level 200 course in spring</p> <p>e. Host 300 & 400 level courses as OC rolls them out</p>	<ul style="list-style-type: none"> • Committee established with minimum 3 people • Attendance at course • New officials host event July 2014 with mentors
<p>2. Increase number of trained coaches in province by Hosting/sponsoring attendance at annual coaches clinic</p>	<p>a. Align with Orienteering Canada's long term athlete development (LTAD) model</p> <p>b. Liaise with OC (coaching committee, and executive director) and Sass Peepre Committee (the national junior dev't committee) and communicate any coaching program offerings to members. Sponsor attendance of individual at OC offerings. (link to existing program)</p> <p>c. Set up mentoring program; make</p>	<ul style="list-style-type: none"> • # individuals to take the new Aug 2014 coaching clinic in Whistler (COC's) • # individuals to take the Club community coaching clinic , number of juniors/new orienteers receiving coaching

Strategy	Action	Measurement
	<p>presentation at AOA 2014 retreat</p> <p>d. Identify regional, national & international competitions hosting opportunities for AOA/Clubs (WCOC's, COC's AOC's) and develop progressive coaching program, timing to meet various athletes' objectives at these competitions.</p> <p>e. Look at all disciplines to meet OC goals regarding expanding expertise in orienteering e.g. foot O, ski O, bike O, trail O, Score O, masters, elite, juniors.</p> <p>f. Host annual adult/older junior training camp</p>	<ul style="list-style-type: none"> • # athletes receiving coaching from Alberta coaches • Athletes training and competing at each discipline • # athletes receiving coaching
<p>3. Increase number of Alberta mappers by either Hosting/sponsoring attendance at annual mappers clinic</p>	<p>a. Identify mappers willing to train new mappers</p> <p>b. Advertise and help recruit potential mappers</p> <p>c. Identify available resources to support training of mappers (including out of province mapping clinics)</p> <p>d. Identify Club (FWOC / EIOC) initiatives to build</p>	<ul style="list-style-type: none"> • New Alberta forest mapper by 2017 • 2 new Alberta urban park mappers by 2017 • Create a program by 2016

Strategy	Action	Measurement
	<p>on existing programs</p> <p>e. Schedule an periodic in province mapping clinic</p>	<ul style="list-style-type: none"> • Clinic offering
<p>4. Identify provincial head coach or coaching facilitator and develop coaching, officiating & mapping “infrastructure”</p>	<p>a. Create key roles and responsibilities for head coach/facilitator</p> <p>b. Advertise for position, ensuring ties to national coaching strategies</p> <p>c. Determine requirements for who is qualified to teach various levels</p>	<ul style="list-style-type: none"> • Coaching policy manual by Spring 2015 • Hired coaching instructor to deliver materials and have taught 4 Alberta based instructors to deliver future coaching training programs (partnering with OC) - Spring 2015 • Publish listing and make available to clubs
<p>5. Develop and maintain database of officials, coaches, and Alberta mappers – coordinate with Orienteering Canada</p>	<p>a. Coordinate with OC and clubs (make available nationally if developed in province)</p>	<ul style="list-style-type: none"> • Database nationally created for officials & mappers
<p>6. Keep abreast of changes in programs at national and club levels</p>	<p>a. Check with OC and Coaching Canada regarding new resources or changes in policy</p>	<ul style="list-style-type: none"> • establish provincial coaching news web page on AOA website, link to national coaching sites

Note: Have one Canada Cup event per year because this gives officials training opportunities and experience.

Note: must be consistent, province-wide, in the training offered.

STRATEGIC PRIORITY #2 COMMUNICATE, COORDINATE AND PROMOTE OPPORTUNITIES FOR ALBERTA ORIENTEERS TO REACH THEIR GOALS IN THEIR LEVEL OF PERFORMANCE AND IN STRIVING TO REACH THEIR POTENTIAL

Objective:

Communicate, coordinate and promote competitive and training opportunities for Alberta orienteers of all ages and abilities.

Goals:

- Coordinate and promote an annual provincial schedule of competitions and training opportunities.
- Communicate with clubs about hosting Canada Cup level events as well as training opportunities for beginners, juniors, older teens, adults, masters, seniors and elite athletes
- Communicate and promote competitive and training opportunities, both within and outside Alberta, to Alberta orienteers
- Recognize and support Alberta orienteers who strive for excellence; bridge the gaps between club and national levels

Key Strategies:

1. Implement Orienteering Canada's Long Term Athlete Development model (LTAD).
2. Coordinate and promote an annual provincial schedule of competitions and training opportunities.
3. Recognize and support Alberta orienteers who strive for excellence.
 - a. Promote participation of Albertan athletes of all ages (who compete in their competitive age categories) at high level competitions (regional, national and international championships), and at training events, and provide financial support.



- b. Identify, develop and support Albertan junior athletes aspiring to Orienteering Canada's High Performance Program (HPP).
- c. Recognize, develop and support Albertan athletes in Orienteering Canada's High Performance Program (HPP).

Strategy	Action	Measurement
1. Implement Orienteering Canada's Long Term Athlete Development model (LTAD)	<ul style="list-style-type: none"> a. Obtain and distribute LTAD manual to clubs, coaches and officials & explain it to them b. Implement LTAD in cooperation with Orienteering Canada through officials & coaching clinics and other programs at provincial & club levels c. Assist Orienteering Canada in developing a "skills development" curriculum 	<ul style="list-style-type: none"> • Number of manuals distributed • Number of occasions LTAD is promoted • Individuals working with Orienteering Canada on LTAD implementation and a "skills development" curriculum • Online resources
2. Coordinate and promote an annual provincial schedule of competitions and training opportunities.	<ul style="list-style-type: none"> a. Discuss provincial schedule annually at retreat b. Include Alberta Championship at Canada Cup standard annually c. Include at least one Canada Cup level (or higher) event annually d. Organize at least one intermediate/advanced training camp annually e. Increase the number of training opportunities on 	<ul style="list-style-type: none"> • Coordinate provincial schedule by Feb 1st each year • Number of competitions in Alberta at Canada Cup level and higher • No. of training opportunities on provincial and club schedules • Attendance at competitions and

Strategy	Action	Measurement
	<p>club & provincial schedules</p> <p>f. Ask clubs to host their share of Canada Cup competitions and training opportunities</p> <p>g. Identify resources for training and facilitate sharing them with AB clubs, coaches, mentors, and other PTOAs</p> <p>h. Host WCOC in 2016</p> <p>i. Host regional, national and international championships in Alberta when appropriate.</p> <p>j. Organize a recruitment training camp to attract HP athletes from a variety of sport backgrounds</p>	<p>training events</p> <ul style="list-style-type: none"> • Number of coaches delivering training • Online resources
<p>3. (a) Promote participation of Albertan athletes of all ages (who compete in their competitive age categories) at high-level competitions (regional, national and international championships), and at training events, and provide financial support.</p>	<p>a. Promote participation at high level competitions</p> <p>b. Promote participation at training events</p> <p>c. Communicate events within and outside Alberta to Albertan orienteers via website, email & newsletter</p> <p>d. Support Albertan athletes through Pursuit of Excellence grants</p> <p>e. Celebrate their</p>	<ul style="list-style-type: none"> • Number of medals won by Albertans at COC & other high level champs will increase annually • Number of Albertans attending competitions (at Canada Cup level & higher) and training events will increase by 5% each year • Number of Albertans placing in top 6 in

Strategy	Action	Measurement
	achievements f. Encourage them to give something back within Alberta	each age category (at Canada Cup level & higher) will increase annually <ul style="list-style-type: none"> • Name the 'Alberta Team' each year e.g. juniors, masters, elite • What they contribute back to AOA & their clubs
3(b) Identify, develop and support Albertan junior athletes aspiring to Orienteering Canada's High Performance Program (HPP).	a. Identify these junior athletes b. Establish a program to develop these athletes c. Provide financial support through Pursuit of Excellence grants d. Provide coaching support e. Celebrate their achievements f. Encourage them to give something back within Alberta	<ul style="list-style-type: none"> • Number of Albertan junior athletes aspiring to HPP • Number of high level competitions they attend • Placing at high-level competitions • What they contribute back to AOA & their clubs
3(c) Recognize, develop and support Albertan athletes in Orienteering Canada's High Performance Program (HPP).	a. Establish ways to develop these athletes b. Financial support of these athletes c. Celebrate their achievements publicly.	<ul style="list-style-type: none"> • Number of Albertan HPP athletes • Number of high level competitions they attend • Placing at high-level

Strategy	Action	Measurement
	d. Encourage them to give something back within Alberta.	competitions <ul style="list-style-type: none"> • What they contribute back to AOA & their clubs

STRATEGIC PRIORITY #3: DEVELOP NEW, AND MAINTAIN EXISTING FOREST MAPS FOR ORIENTEERING

Objective:

Maintain existing forest maps and add new forest maps in order to provide sufficient locations for holding orienteering events.

Goals:

- Possess at least 12 accessible forest maps within 150 km of the urban centers of Edmonton and Calgary (six each) that are updated at least every 5 to 10 years (as dictated by rate of change of landscape)
- Retain at least two areas that are ready for mapping when required for major events in each of southern and middle Alberta

Key Strategies:

1. Establish a mapping committee with representatives from local clubs and AOA to establish direction and priorities, develop land access policies and procedures, and work with Government departments other agencies involved in granting access.
2. Develop a central data base and storage location for forest map data files, with protocols for recording updates, and maintaining version control.
3. Maintain land access as granted by provincial government departments and other agencies in order to ensure access to existing maps and to allow expansion to new areas.



Strategy	Action	Measurement
1. Mapping committee guides mapping directions	b. Recruit members from local clubs to sit on committee and establish terms of reference. c. Develop list of priority mapping projects d. Develop land access policies	<ul style="list-style-type: none"> • Mapping committee in place • 12 updated orienteering available, with 2 sites for future identified (2017) • Land access policies in place (2017)
2. Develop a central data base and storage location for forest map data files, with protocols for recording updates, and maintaining version control	e. Develop map-update policy and strategy f. Develop storage and access site	<ul style="list-style-type: none"> • Policy and procedure manual created for all AOA course planners re: version control, storage procedures (by 2016) • Updated AOA map inventory of most recent editions, maps dated as to last revision (by 2017) • Storage site created- accessible by all AOA course planners (by 2015) • Communicate policies & procedures to clubs (ongoing)
3. Increase land access as granted by provincial government departments and other agencies.	g. Identify all forest maps as to which government department or organization controls access h. Meet with provincial officials (e.g. Alberta Parks or Sustainable Resource and	<ul style="list-style-type: none"> • Forest maps linked to controlling agent (2015) • Meet with Parks or SRD at least once to establish communications (2014); maintain

Strategy	Action	Measurement
	Development (SRD)) regarding specific maps i. Research policies affecting land access j. Research lobbying strategies	links <ul style="list-style-type: none"> • Identified government policies; have links to relevant web-sites; pertinent policies summarized (2017) • Document summarizing relevant policies (2017) • Lobbying strategy developed (2017)

STRATEGIC PRIORITY #4: STRENGTHEN ORGANIZATIONAL CAPACITY, TO BUILD AN EFFECTIVE LEADERSHIP AND VOLUNTEER BASE ALIGNING WITH ACTIVE ALBERTA AND ORIENTEERING CANADA ACCOUNTABILITY STANDARDS

Objective:

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



Goals:

- Increase participation in all orienteering events by 15% of 2012 values by 2017.
- Have resources that aid volunteers’ activities and maintain safe operations;
- Have a comprehensive volunteer-recognition process
- Have a complete complement of Board members
- Have on-going consultation with local clubs to determine direction and strategies

Key Strategies:

1. Work with local clubs and Orienteering Canada to learn best practices and share experiences and knowledge for retaining and recruiting new members and increasing participation.
2. Connect with other sports clubs and organizations to encourage cross-participation with orienteering.
3. Add resources to aid and recognise volunteers and maintain safety
4. Identify and recruit potential Board members
5. Maintain Board skills through training
6. Have up-to-date bylaws and policies

Strategy	Action	Measurement
1. Learn best practices for retaining and increasing membership from other orienteering (and other sport) groups	<ol style="list-style-type: none"> a. Strike a membership working group with representation from Calgary (FWOC) and Edmonton (EOOC) orienteering clubs. b. Survey other Canadian, and American orienteering clubs (coordinate with OC) c. Compile information package and create marketing material for local clubs 	<ul style="list-style-type: none"> • Report of best practices for increasing membership by November 2015. • Communication package with best practices created for local clubs by November 2016.
2. Connect with other sports clubs and organizations to encourage cross-participation with orienteering.	<ol style="list-style-type: none"> a. Contact groups such as trail runners, adventure runners, cross-country ski groups b. Provide marketing packages to current members to post at over sport clubs they belong to 	<ul style="list-style-type: none"> • Connection made to other sport organization - ongoing • Marketing package available by November 2017
3. Resources to aid and	c. Identify and purchase	<ul style="list-style-type: none"> • Technology for safer

Strategy	Action	Measurement
recognise volunteers and maintain safe operations	<p>resources to keep volunteers working in field safe</p> <p>d. Research existing safety plans and take best practices to create a comprehensive safety plan for pre-event planning and events; identify emergency numbers for each map</p> <p>e. Identify new mapping resources, offer resource links, training as needed</p> <p>f. Identify and purchase technology to support event planning and events</p> <p>g. Ensure have computer resources and software for Board and organization support</p> <p>h. Research volunteer recognition practices in other organizations</p>	<p>field work identified, and purchased, communicated to clubs by November 2014</p> <ul style="list-style-type: none"> • Comprehensive, province-wide safety plans in place for all activities by November 2017 • Links to LIDAR databases / sources for maps on website by November 2014 • New radio controls and software researched by November 2015 • Data base created of orienteering resources (planning software, mapping software) by November 2014 • Volunteer recognition practices renewed by November 2017.
4. Recruit potential future board members	a. Establish a nominating committee to find and recruit members	<ul style="list-style-type: none"> • Full slate of board members each year.
5. Maintain Board skills	<p>a. Board development literature made available</p> <p>b. Board development training</p>	<ul style="list-style-type: none"> • Board members understand their roles • Link to board

Strategy	Action	Measurement
	at least when majority of board have not had training	development documents on web site. <ul style="list-style-type: none"> • Have off-season 'retreats' for board development.
6. Have up-to-date policies and bylaws	a. Review bylaws. b. Review policies.	<ul style="list-style-type: none"> • Bylaws reviewed each year • 10% of policies are reviewed and updated, as necessary, each year.

ACKNOWLEDGEMENTS

Thank you to all the members of the Alberta orienteering community who took the time to review the plan and provide feedback. We greatly appreciated it.

Orienteering Canada's strategic plan formed the foundation of this plan and provided a beacon of light to guide us in what at first seemed an overwhelming task.

Thank you to Adrian Zissos for letting us use the photographs of orienteering and orienteers that are in this document.

And, most importantly, a great deal of thanks is owed Laura Querengesser who with her careful reading and detailed comments, tried to nudge us into creating a far more professional document. Hopefully we did justice to her advice.



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 athletic development plan.

	AOA OBJECTIVES			
	#1	#2	#3	#4
	Increase no. of officials and coaches	Help Alberta orienteers reach their potential	Develop and maintain competition maps	Effective leadership & strong volunteer base
ACTIVE ALBERTA				
OUTCOME #1: ACTIVE ALBERTANS - More Albertans are more active, more often	X	X	X	
OUTCOME #2: ACTIVE COMMUNITIES - Alberta communities are more active, creative, safe and inclusive	X	X	X	X
OUTCOME #3: ACTIVE OUTDOORS - Albertans are connected to nature and able to explore the outdoors	X	X	X	
OUTCOME #4: ACTIVE ENGAGEMENT - Albertans are engaged in activity and in their communities	X	X		X
OUTCOME #5: ACTIVE COORDINATED SYSTEM - All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system				X

	AOA OBJECTIVES			
	#1	#2	#3	#4
	Increase no. of officials and coaches	Help Alberta orienteers reach their potential	Develop and maintain competition maps	Effective leadership & strong volunteer base
OUTCOME #6: PURSUIT OF EXCELLENCE - Albertans have opportunities to achieve athletic excellence	X	X	X	
ORIENTEERING CANADA'S STRATEGIC PLAN				
STRATEGY #1: GROWING THE MEMBERSHIP - GRASSROOTS DEVELOPMENT	X	X		X
STRATEGY #2: HIGH PERFORMANCE DEVELOPMENT	X	X	X	
STRATEGY #3: BUILDING ORGANIZATIONAL CAPACITY	X			X
STRATEGY #4: DEVELOPING STRATEGIC PARTNERSHIPS				X
STRATEGY #5: BUILDING PROFILE AND COMMUNICATION				X
ORIENTEERING CANADA'S LTAD MODEL				
Active Start				
FUNDamentals				

	AOA OBJECTIVES			
	#1	#2	#3	#4
	Increase no. of officials and coaches	Help Alberta orienteers reach their potential	Develop and maintain competition maps	Effective leadership & strong volunteer base
Learn to Train	X	X		
Train to Train 1	X	X		
Train to Train 2	X	X		
Learn to Compete	X	X	X	
Train to Compete	X	X	X	
Train to Win	X	X	X	
Active for Life	X	X	X	

APPENDIX B– BACKGROUND

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.

