



Alberta Orienteering Association

**Strategic Plan
2021-2023**



THREE YEAR STRATEGIC CYCLE

The 2021 – 2023 Alberta Orienteering strategic plan strives to build and renew basic infrastructure and resources required to develop orienteering as a life-long activity that provides opportunities for orienteers at all levels of the sport. Our priority areas are:

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

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INTRODUCTION

Development of the Alberta Orienteering Association's 2021 – 2023 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 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 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 Strategic Plan.

In the first 3 years of the new direction (2017-2020), we have accomplished good progress with all the goals of the strategic plan. These goals are still relevant for the upcoming next three years.

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 connecting 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.
- Assist clubs in 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 sanctioned and supported by the AOA and hosted by the local clubs.
- Organizes and pays for forest mapping in the province, outside of Calgary and Edmonton areas.
- Coordinates training of officials and coaches utilizing Orienteering Canada's certification courses.
- 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 coordinate provincial initiatives, support grassroots development and outreach, provide resources, and facilitate technical enhancement, 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 the preservation of the natural environment and to make every effort to minimize the impact of orienteering on the environment.
- ENJOYMENT - We believe the sport of orienteering provides enjoyment for its participants through mental stimulation and physical activity in the outdoors and through our inclusive multigenerational community.

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 10000 participants between them (2019 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 many years of inviting Canada and the world to Alberta, the orienteering community in Alberta feels the need to focus our 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 independently develop sport and recreational opportunities and built robust junior & school programs. They provide and organize events locally and purchase timing and map printing equipment and hire mappers to create maps of city parks. While local orienteering programs are strong and independent, they are collaborating with AOA to support the provincial initiatives. This applies to coaches & officials training, provincial championship, training camps and 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. We will continue to use Orienteering Canada's 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 not only lobby for continued access to our forest maps, given the recent trend of provincial departments and land stewards to deny access for our events but also seek out new areas where access is easier.

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 pre-high-performance athletes.

The gap between juniors and adults is starting to be filled with a “bridge” program linking the junior athletes and the Team Canada Program. Also, the programming for adults and those new to the sport has been expanded with new initiatives. We need this group to take over the reins from the long-time stalwarts, so it is important to address their needs.



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. Disseminate this information to the clubs.

4. MAPPING DEVELOPMENT

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



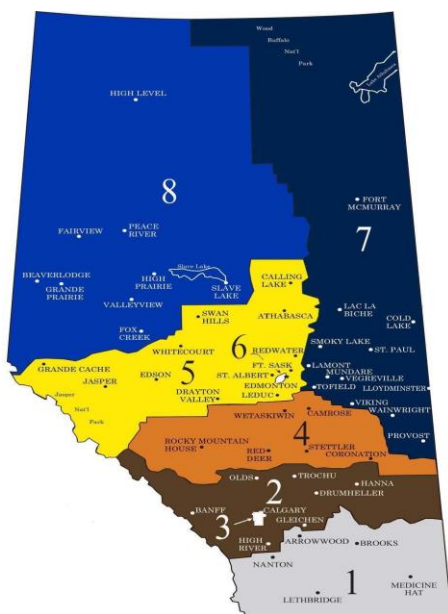
STRATEGIC PRIORITY #1: SPORT DELIVERY

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 outreach programs.



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)
- Where communities have established a successful outreach program; Red Deer, RMH and Grande Prairie, target them for the creation of a new orienteering club.
- Where a new area approaches AOA expressing interest in developing an orienteering program, every effort will be made to provide support without taking resources away from existing outreach areas.
- Develop best practices for retaining and increasing membership by learning from other orienteering and sport groups.

Key Tactics:

- Increase presence by offering demo events in Zones 2, 4 and 5, where outreach initiatives have been established.

- 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.
- Provide standard reporting tools for clubs to submit their membership statistics annually.
- Assist the clubs (FWOC and EIOC) with developing and maintaining their policies to ensure they compliment AOA and OC policies.

B. Sport Programming

Objective:

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

Goals:

- **Intro to Sport:** Maintain the Outdoor Adventure Program in established communities as a self-sufficient program for introducing 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 the LGBTQI2S community with non-gender-based categories.
- **Competitive Sport:** Provide an inclusive environment to support Albertan athletes in all of the LTAD competitive stages.
- Promote the annual Alberta Orienteering Championships (AOC) and training camps with clubs.
- Provide support for clubs to host national and international events as it fits with provincial goals.
- Encourage competitive athletes to attend local, national and international events.
- **Coach Development:** Oversee and implement a coaching certification process in the Province to retain and increase the number of certified coaches.
- **Official 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.
- **Mapper Development:** Increase number of Alberta mappers.



Key Tactics:

- Encourage /assist clubs to hold “Try It” events to attract new participants.

- Provide support to build a sustainable model to keep new members engaged. Utilize the Outdoor Adventure Program (OAP) and provide resources for existing outreach programs.
- Implement and advertise the recreational categories at every Orienteering event from club's local events to provincial competitions.
- Provide support to clubs for a "bridge" program linking their youth programs to Team Canada.
- Develop a provincial-wide engagement program (Alberta Compass Series) which helps the clubs to promote competitive engagement in the sport of Orienteering.
- Providing grants to the clubs to identify, develop and support Alberta junior athletes aspiring to join OC's Team Canada program.
- Providing grants to Team Canada athletes for international travels.
- Providing grants to support programs for underrepresented groups.
- Providing administrative and financial help to the clubs to host annual AOC and training camps, alternating between north and south zones.
- Communicate upcoming courses and personal development opportunities to coaches, officials, and mappers.
- Maintain a list of provincial coaches, officials, mappers and their status.
- Identify mappers (in and outside the province) willing to train new mappers.
- Provide and coordinate small-scale mapping projects for new mappers.

1. Sport Delivery	Strategic points/Goals	Tactics	Measurement
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. 	Track membership numbers and activities in all Zones.
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. ● Work with FWOC and EOC committees to share best practices and support TRY IT events. ● 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"> Organize regular meetings with club leaders and committees 	Monitor outreach projects participation numbers and interest.
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	<ul style="list-style-type: none"> Support programs and Try it events in established outreach hubs, RMH, Red Deer, GP Continue promoting the Orange Marks the Spot 	Monitor and report on 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 inclusive 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; Regional & Prov Champs, National Competitions	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 Pursuit of Athletic Excellence Grants to encourage participation in national and international events. Identify and support Alberta Junior athletes aspiring to Team Canada program. (Support Bridge programs) 	Track grant application and compare yearly progress
	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.	<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. 	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 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	<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.) 	

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"> •Collaborate with OC to update and create resources for Officials training •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 / EOOC) initiatives to build on existing projects •Create new opportunities to start smaller mapping projects with mentorship support for new mappers 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, policies and procedures. To build an organizational “memory” that ensures that we are always actively working to meet our vision.

Goals:

- **Governance:** Develop and maintain AOA Board of directors’ skills.
- **Risk Management:** Maintain up to date Risk Management Policy and practices.
- **Planning:** Maintain up-to-date policies and bylaws, including Strategic plan, annual Budget and Roadmap for 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. Assist the clubs with volunteer management.



Key Tactics:

- Provide Board development education: occasional training; share relevant literature; update job descriptions;
- Maintain ED - paid staff position - to support AOA operations.
- Establish a nominating committee to find and recruit potential board members.
- Provide strong onboarding opportunities for new Board members and staff.
- Communicate importance of risk management to the organizational leaders and provide support for managing it.
- Have good up-to-date working equipment for fieldwork and programs.
- Review existing documents annually and identify if updates are needed.
- Keep up to date with changing requirements in Safe Sport policies and best practices.
- Identify resources and invest in new technologies to keep AOA operations efficient; and keep staff, contractors, and volunteers working in the field safely.
- Maintain monthly budget review and annual audit processes.
- Pursue Granting, Fundraising, Sponsorship opportunities.
- Explore programming opportunities with revenue source to support outreach.
- Regular update policies aligning with employment standards regarding staff/volunteer management.
- Keep track of active officials, coaches' certification, and activities.
- Research and share ideas about volunteer recognition practices in other organizations.

B. Communication and Marketing Promotion:

Objective:

Make the sport of orienteering recognized by most of the population. Create a message that highlights the unique physical and mental benefits of orienteering and utilizes 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.

Goals:

- **Marketing:** Keep up to date with new marketing opportunities and social media. Continue using the Outdoor Adventure Program (OAP) to raise awareness of orienteering in Alberta.
- **Communications:** Keep abreast of new information and changes to programs at national, provincial and club levels and communicate it in timely manner
- **Promotions:** Work with existing clubs FWOOC and EOOOC membership & promotion committees to share best practices. Work with other sports organizations for cross sport promotion.



Key Tactics:

- Use social media to raise awareness about the benefits of orienteering.
- Organize orienteering events in the established outreach hubs
- Keep up with quarterly newsletters for membership engagement.
- Maintain website and social media communication.
- Promote participation of Alberta athletes of all ages at competitions (regional, national & international champs), and at training events.
- Promote public engagement events like World Orienteering Day and local demos through the clubs.
- Work with OC New Member Engagement Committee.

2. Sport Support	Strategic points: Goals	Tactics	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	Provide Board development education opportunities through occasional training; sharing relevant literature; updating job descriptions; creating a Board Orientation Handbook. Maintain ED - paid staff position- to support AOA operation. Establish a nominating committee to find and recruit potential board members. Provide strong onboarding opportunities.	Existing policies and documents checklist and updates. Number of events attending by Board members and ED.
Risk Management Decision Making, Accountability Systems	Maintain up to date Risk Management Policy and practices	<ul style="list-style-type: none"> ● Communicate importance of risk management to the org leaders and provide support for managing it ● Have good up-to-date working equipment for fieldwork and programs 	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.	Review existing documents annually and identify if updates are needed. Keep up to date with changing requirements in Safe Sport policies and best practices	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.	Maintain monthly budget review and annual audit. Explore Granting, Fundraising, Sponsorship opportunities. Explore programming opportunities with revenue to support outreach	Track new grants, sponsorship, or fundraising activities. Review revenue sources annually
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.	Regular update policies aligning with employment standards regarding staff/volunteer management. • Keep track of active officials, coaches' certification, and activities. • Research and share ideas about volunteer recognition practices in other organizations.	Keep track of policy reviews and updates.
2.B Marketing and Communications	Make orienteering a more readily recognized sport provincial-wide. Create a message that highlights the unique physical and mental benefits of orienteering and utilizes orienteering as a tool to build outdoor physical literacy and navigational skills.		
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 of orienteering and its benefits.	Monitor social media interaction statistics
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	• Keep up with quarterly newsletters for membership engagement • Maintain website and social media communication.	Monitor social media and web page statistics.
Promotions	Work with FWOOC and EOOOC membership & promotion committees to share best practices. Work with other sport organizations for cross sport promotion	• 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:

Maintain and identify new opportunities to promote orienteering to youth organisations (e.g. Girl guides, Forest Wardens) and under-represented groups at grass-roots level.

Continue to 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:

- **Collaborations:** Maintain relationships with current outreach organizations to promote orienteering in alternative settings.
- **Out-reach:** Establish partnership projects with organisations already working with youth and/or under-represented groups.

Key Tactics:

- Facilitate continuance of orienteering within school board and youth group settings.
- Maintain partnerships with existing outreach organizations.
- Attend meetings and events where networking opportunities exist.
- Search opportunities to showcase the OAP 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.
- Start conversation with disability sport organizations to gain understanding of how orienteering events can be more inclusive.

3.B Alignment with Federal, Provincial and NSO 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:

- **Active for Life:** Keep supporting the Canadian Sport for Life and Physical Literacy movements to provide opportunities for people in Alberta to stay active and healthy.
- **Support NSO:** Provide support to OC with ongoing projects as needed.
- **Maintain Alignment with SPAR:** Maintain or increase SPAR 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.
- Stay up to date with Safe Sport policies.
- Ensure all SPAR reporting requirements are met.
- Maintain regular contact with SPAR representatives.



3. Coordinated Efforts and Activities	Strategic points: Goals	Tactics	Measurement
A. 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	Maintain relationships with current outreach organizations to promote orienteering in alternative settings.	Facilitate continuance of orienteering within school board and youth group settings.	
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. 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. Start conversation with DSOs to gain understanding of how orienteering events can be more inclusive.	Track and monitor events, meetings attended and collaboration projects started each year.
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).	Track and report on activities related to this strategic goal.
Support NSO	Provide aide to OC with ongoing projects as needed.	Gain more understanding and work with OC to incorporate the LGBTQI2S community needs.	
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. Maintain regular contact with SPAR representatives.	

STRATEGIC PRIORITY #4: MAPPING DEVELOPMENT

GUIDE MAPPING DEVELOPMENT TO MAINTAIN SAFE AND INSPIRING ORIENTEERING FACILITIES.

Objective:

Maintain existing maps and support the development of 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:

- Maintain collaborative relationship with clubs to access maps. Explore need for a written agreement for accessing maps.
- 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 as needed
- Keep information about ISOM standards up to date and identify maps to update according to international standards.
- Maintain list of all forest maps as to which government department or organization controls access and who to contact for permits.
- 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.
- Maintain communications with Spray Lake Sawmills regarding logging in the Elbow Valley which will impact two of our maps.



4. Mapping development	Strategic points: Goals	Tactics	Measurement
	Maintain existing maps and support the development of new maps to provide locations for orienteering events.		
Mapping Committee	Establish a mapping committee with representatives from local clubs and AOA to guide direction and establish priorities.	<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. • 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 maps. • Keep information about ISOM standards up to date and identify maps to update according to international standards 	Track the Completion of new maps and mapping project Track the number of Outreach maps created
Land access and permits	Increase land access as granted by provincial government departments and other agencies.	<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. • 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. • Maintain communications with Spray Lake Sawmills regarding logging in the Elbow Valley which will impact two of our maps. 	Number of successful land access in new projects

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

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.orienteeing.ca/pdfs/OrienteeringCanadaStrategicPlan.pdf>

Orienteering Canada LTAD: http://www.orienteeing.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 /NSO 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 1-2	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 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 collaborating with the clubs to create map version controls to protect and keep up-to-date with the mapping database in our province.

