



## Alberta Orienteering Association Strategic Plan 2024-2027

We envision a future where orienteering is:

- Recognized by Albertans as a rewarding outdoor activity for all ages;
- Full of opportunities for all, from competitors to recreational participants;
- Continues to be a welcoming, active, inclusive community.

## Our key values are:

Inclusive Community | Fairness | Excellence | Lifelong Activity | Respect for the Environment

### Our Vision

Albertans of all ages and abilities recognize and embrace orienteering as an enriching outdoor sport that promotes lifelong physical and mental well-being.

### Our Mission

The AOA is committed to leading the growth and development of orienteering in Alberta by coordinating provincial initiatives, representing Alberta orienteers nationally, advocating for the sport, and hosting orienteering events.

### Our Role

The AOA's role is to co-ordinate provincial initiatives, provide resources, and facilitate technical development, with the overall aim to further the development of orienteering in Alberta.

### Our Values

Guided by our core values of fostering inclusive community, fairness, and excellence, we enjoy orienteering as a lifelong activity while respecting the environment. The AOA remains dedicated to fostering true sport values in the orienteering community.

### Our Community

The AOA, led by a volunteer board since 1974, comprises dedicated volunteers, participants, and supporters who collaborate not only within the province but also nationally to promote orienteering. We strive to foster a welcoming and inclusive community.

## **What we want to see in 2027:** Increased Awareness of Orienteering | A Strong and Unified Orienteering Community | Seamless Sport Delivery System| Organizational Excellence

### **Increased Awareness of Orienteering**

We are proud of our sport and seek to celebrate it whenever possible. We work to increase and maintain a positive profile and enhance public awareness of our sport, our clubs, and the AOA. We offer a welcoming environment to people as they engage in our sport.

### **A Strong and Unified Orienteering Community**

Support of existing and developing clubs to increase capacity and engagement of more Albertans in active living. We support and encourage orienteers as they strive to attain their individual goals. We have valued partnerships that build capacity and sustainability at the local and provincial level.

### **Seamless sport delivery system**

We work with our clubs and outreach to develop, deliver, and promote programs and services that provide positive experiences for our members at all levels of participation. We provide an inclusive and seamless sport delivery system in the province that will increase the membership and participation numbers in orienteering.

### **Organizational Excellence**

We work to ensure organizational excellence through the continued development of an effective governance structure and organizational leadership that will contribute to increased long-term stability and sustainability of the AOA and orienteering clubs in Alberta.

A background image of a topographic map with contour lines and a grid. The text is overlaid on this background.

# **Roadmap for 2025**

## **How do we get there?**

# Increased Awareness of Orienteering

We are proud of our sport and seek to celebrate it whenever possible. We work to increase and maintain a positive profile and enhance public awareness of our sport, our clubs, and the AOA. We offer a welcoming environment to people as they engage in our sport.

What we need to do:	How we are going to do it in 2025:	When and who is involved
1. Offer more opportunities to increase awareness of orienteering.	<ul style="list-style-type: none"> <li>• Offer more and regular "Try It" events and promote our events by advertising to neighborhood / community associations and community newsletters.</li> <li>• Create/update more permanent courses in outreach locations with QR codes.</li> <li>• Keep collaborating with schools and other organizations to introduce orienteering.</li> <li>• Post successful videos and stats on social media about school programs</li> <li>• Use "wearable" staff/volunteer shirts for approachability at events.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED</b> works with the clubs to offer regular Try It events and advertise as necessary.</li> <li>• <b>ED</b> to keep the existing Red Deer and Crowsnest outreach connection going &amp; update permanent courses with QR codes.</li> <li>• <b>Clubs and AOA</b> school programs are ongoing and supported by AOA – <b>ED</b> organize NCCP workshops as needed.</li> <li>• <b>ED</b> keeps AOA school programs in Calgary running.</li> <li>• <b>ED</b> respond to new collaboration projects such as Special Olympics</li> <li>• Hiring social media person: on hold for 2025 but focus on creating promotional video about AB orienteering               <ul style="list-style-type: none"> <li>• Determine the costs of creating such a video.</li> </ul> </li> <li>• <b>Clubs</b> encourage wearing of club clothing / pins / logos at events.</li> <li>• Encourage <b>clubs</b> to use control flags at Wednesday night events and signage, e.g. forest event direction signs, that also write out 'orienteering'.</li> </ul>

What we need to do:	How we are going to do it in 2025:	When and who is involved
2. Support the capacity building of existing & new clubs.	<ul style="list-style-type: none"> <li>• Maintain sustainable membership growth in minimum of four zones,</li> <li>• Work with clubs to help with their unique needs and challenges</li> <li>• Explore opportunities to fund club programs and staffing needs.</li> <li>• Organize meetings as needed (e.g. for leaders/ coaches) to collaborate on best practices for adult training.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Spring, ED</b> creates outreach programs and sets up events that can grow membership.</li> <li>• <b>ED</b> to continue conversation and offers help for capacity building job/ staff hiring with <b>clubs</b>.</li> <li>• <b>ED</b> continues <b>FWOC board</b> support by regular follow up meetings throughout the year regarding club support and part of FWOC hiring committee</li> <li>• <b>AOA</b> supports <b>EEOC</b> financially for outreach programs (included in budget)</li> <li>• <b>ED</b> collaborate with <b>OC</b> to organize zoom meetings for coaches/ athletes as needed and requested.</li> </ul>
3. Improved profile using internal and external communication.	<ul style="list-style-type: none"> <li>• AOA communications are professional-looking, up-to-date, and provide information that is relevant for clubs and partners.</li> <li>• AOA works to increase media awareness of both the sport of orienteering and key individuals in the sport.</li> <li>• Increase presence in social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Through the year <b>ED</b> updates AOA website and social media channels.</li> <li>• <b>ED</b> and <b>AOA board</b> members create quarterly newsletter.</li> <li>• <b>Spring, AOA board</b> start a project to hire promotional video editor</li> </ul>
4. Celebrate our people and our history.	<ul style="list-style-type: none"> <li>• AOA regularly recognizes its movers and shakers through a combination of consistent informal recognition, and nominating orienteers for relevant volunteer recognition.</li> <li>• Plan an AOA 50-year anniversary celebration.</li> <li>• Plan annual, meaningful volunteer celebration event.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>February AOA nominates</b> volunteers to OC Hall of Fame.</li> <li>• <b>Spring ED and AOA board</b> start planning the 50-y anniversary celebration. <ul style="list-style-type: none"> <li>• <b>ED</b> arranges celebration BBQ at Alberta Championship (AOC) event.</li> </ul> </li> <li>• <b>Summer ED</b> posts Team Canada and other athletes' performance at international events including COC/ NAOC.</li> <li>• Work with clubs try to create a method of retaining newcomers/ 'try it' participants.</li> <li>• <b>AOA board</b> to decide what to do for volunteer appreciation far ahead of time so it can be promoted.</li> </ul>
5. Maintain outreach programs.	<ul style="list-style-type: none"> <li>• Where communities have established a successful outreach program (Red Deer, Airdrie) help them in the creation of a new orienteering club.</li> <li>• When 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED manages outreach programs</b> throughout the year: <ul style="list-style-type: none"> <li>• Outreach membership set up.</li> <li>• Outreach program set up in Airdrie and Red Deer (RD)</li> <li>• Coordinate RD mapping update project</li> <li>• Follow up with Crowsnest Pass outreach possibilities</li> <li>• Collaborate with RD Sport Hall of Fame to set up display and activity.</li> </ul> </li> </ul>

# Seamless Sport Delivery System

We work with our clubs and outreach to develop, deliver, and promote programs and services that provide positive experiences for our members at all levels of participation. We provide an inclusive and seamless sport delivery system in the province that will increase the membership and participation numbers in orienteering.

What we need to do:	How we are going to do it in 2025:	When and who is involved
<p>1. Develop and support officials.</p>	<ul style="list-style-type: none"> <li>• Support O200/O300 officials' training by arranging training courses.</li> <li>• Support clubs with O100 course delivery as needed.</li> <li>• Develop active mentorship system and focus on major events to help complete officials' certifications.</li> <li>• Annual email to officials to circulate relevant information and remind them to update their credentials with OC.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Spring: ED</b> coordinate with clubs to put on advanced officials' training courses</li> <li>• <b>Spring: ED ask clubs</b> about O200 - O100 courses and how to support.</li> <li>• <b>AOA ensures</b> clubs are encouraging the people who have completed any officials' courses to get mentors and help (Bogi and Marsha to work out process).</li> <li>• <b>Spring AOA email/ newsletter</b> to officials regarding mentorship and learning opportunities and to update records with OC. (AOA needs to confirm the process of getting officials status certified and keeping the officials records.)</li> <li>•</li> </ul>
<p>2. Develop and support coaches.</p>	<ul style="list-style-type: none"> <li>• AOA offers and supports ongoing development for new and experienced coaches through NCCP coaching courses and learning opportunities.</li> <li>• AOA creates and facilitates a strong network for coaches to share ideas and best practices and support each other.</li> <li>• Collaborate with clubs to support first aid certification for coaches.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED sets up</b> NCCP coaching courses as needed.</li> <li>• <b>Spring ED organizes</b> zoom calls and other collaborative/learning opportunities for coaches.</li> <li>• <b>New project to work on by ED and Dorothy</b> to run NCCP course in an Edmonton high school's program.</li> <li>• <b>ED</b> to find ways to help with first aid certifications for key volunteers. Work with clubs to subsidize key officials to take first aid courses.</li> </ul>

What we need to do:	How we are going to do it in 2025:	When and who is involved
<p>3. Develop and support mappers and maps.</p>	<ul style="list-style-type: none"> <li>• Coordinate mapping projects with clubs to meet the needs of the sport.</li> <li>• Support outreach mapping projects to be able to expand outreach events and programs.</li> <li>• Organize or subsidize mapping courses to help mapper development.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Mapping director</b> works with clubs regarding forest mapping. Complete Beaver Lake, Blackfoot, and Fort Saskatchewan maps for COF 2025.</li> <li>• Jeff Teutsch is willing to run mapper's clinic while he is here mapping Fort Saskatchewan with potential to organize learning courses for mappers/ officials etc.</li> <li>• Outreach maps to be updated with EKCP grant</li> </ul>
<p>4. Support orienteers of all ages in pursuing their personal level of excellence with diverse competition opportunities</p>	<ul style="list-style-type: none"> <li>• Fill the gap between junior programs and adult training. e.g. AOA to support clubs providing junior programming that contributes to young orienteers staying engaged with the sport and to pursue OC Team Canada program.</li> <li>• Provide grants to Alberta Team Canada athletes for international travels.</li> <li>• Create more diverse events. Not only Wed. club events but more forest (training) events and social events</li> <li>• Develop/ facilitate creating a "sport training" guidance (coaches guide) to help beginners to transition to more technical orienteering.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED</b> follows up with clubs throughout the year about junior program support.</li> <li>• <b>ED</b> collaborates with clubs to organize training opportunities for improving sport performance.</li> <li>• Training camp: promote Sass Peepre camp, encourage a ZOOM meeting for (potential and actual) participants of Sass Peepre Camp. <b>ED</b> to check with OC to manage this.</li> <li>• <b>Spring, ED</b> updates HPP grant policy on websites and communicates with athletes.</li> <li>• <b>ED</b> supports Alberta Championship event organization.</li> <li>• <b>AOA board</b> support clubs with beginner's forest training as requested.</li> </ul>



# Strong and Unified Orienteering Community

Support of existing and developing clubs to increase capacity and engagement of more Albertans in active living. We support and encourage orienteers as they strive to attain their individual goals. We have valued partnerships that build capacity and sustainability at the local and provincial level.

What we need to do:	How we are going to do it in 2024:	When and who is involved
1. Foster a collaborative, aligned, and engaged orienteering community.	<ul style="list-style-type: none"> <li>• AOA is a “point person” to initiate or support collaborative meetings and projects within the province and as part of the wider orienteering community.</li> <li>• Continue to connect and collaborate with other organizations from the sport, education, recreation, and health sectors to increase orienteering profile.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Throughout the year ED</b> sets up regular AOA board meetings and other meetings as needed</li> <li>• <b>ED</b> attends sport conferences, webinars info sessions and updates the AOA board about relevant information.</li> </ul>
2. Support volunteers and staff	<ul style="list-style-type: none"> <li>• Track volunteer roles involvement and create more volunteer recognition opportunities (create visual charts to volunteer roles and metrics).</li> <li>• Support staff roles as described in job descriptions.</li> <li>• Foster the idea of creating collaborative full-time jobs with the clubs.</li> <li>• Secure funding to support volunteers (and staff) to be technical experts to be able to deliver orienteering events and programs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED</b> updates AOA board of director’s historical log.</li> <li>• <b>Throughout the year AOA president</b> keeps frequent open communication lines with Staff/ED.</li> <li>• <b>ED</b> workers with clubs as requested to provide support for the club.</li> <li>• <b>Throughout the year the ED and AOA board</b> seek in-person conversations and feedback and helps volunteers to ensure they have what they need for their role.</li> <li>• <b>Get Air quality monitors</b> (PM2.5 units) to support event organizers in making AQHI decisions</li> </ul>
3. Ensure diverse and inclusive organization.	<ul style="list-style-type: none"> <li>• Provide support programs for under-represented groups.</li> <li>• Develop policies and programs that reinforce an inclusive culture and practices and review policies for a robust Safe Sport framework.</li> <li>• For 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED</b> looks for opportunities to create programs, events etc. for underrepresented groups and areas.</li> <li>• Continuing with the EKCP grant to deliver programming</li> <li>• <b>ED works with clubs</b> to maintain a welcoming environment for marginalized groups and put on specific events for different groups</li> </ul>

# Organizational Excellence

We work to ensure organizational excellence through the continued development of an effective governance structure and organizational leadership that will contribute to increased long-term stability and sustainability of the AOA and orienteering clubs in Alberta.

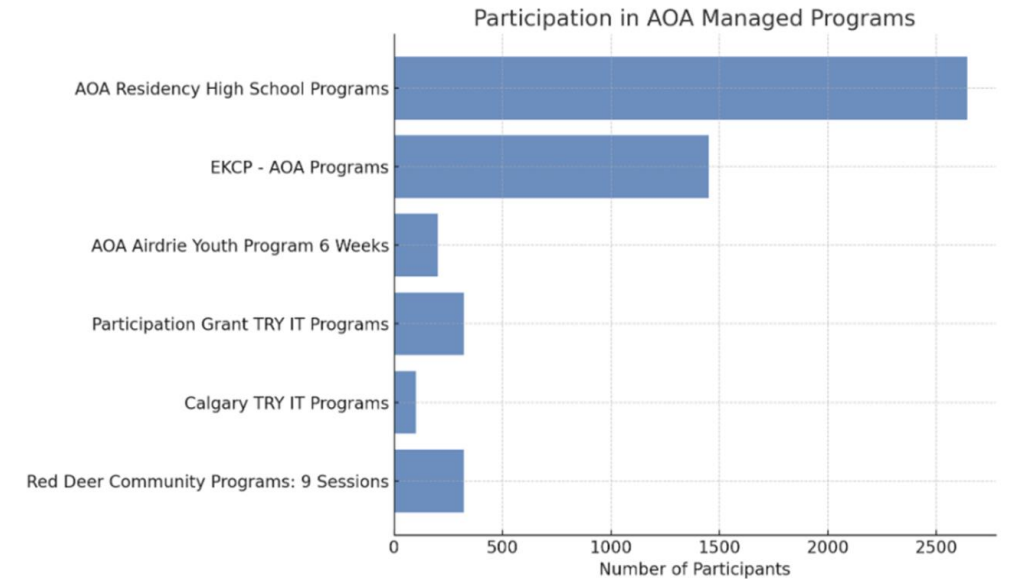
What we need to do:	How we are going to do it in 2024:	When and who is involved
1. Ensure great governance.	<ul style="list-style-type: none"> <li>• Conduct policy reviews</li> <li>• Develop and maintain AOA Board of directors' skills and develop succession plan.</li> <li>• Maintain up-to-date Risk Management Policy and practices.</li> <li>• Maintain existing financial management protocols and practices.</li> <li>• Keep up to date staff/ volunteer role descriptions and management policies.</li> <li>• Maintain ED - paid staff position to support AOA operations.</li> <li>• Ensure meeting OC requirements such as levies / insurance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AOA Board completes</b> policy reviews for updated Code of Conduct and Harassment Maltreatment in sport policy. Addressing ITP reporting mechanism for orienteering in AB.</li> <li>• <b>AOA board</b> reviews AOA grants policy</li> <li>• <b>AOA Board regularly meets</b> and discusses new and ongoing business.</li> <li>• <b>Check</b> for board training opportunities. Take as required.</li> <li>• <b>AOA treasurer</b> reviews monthly financial reports.</li> <li>• <b>AOA Board:</b> Maintain policies on roles and responsibilities for staff and volunteers.</li> <li>• <b>AOA board:</b> maintain ED position.</li> </ul>
2. Increase and diversify revenue sources.	<ul style="list-style-type: none"> <li>• AOA actively pursues and secures funding sources such as government funding, grants, and fundraising opportunities.</li> <li>• AOA invests in outreach and programs that can contribute to revenue that can be used to advance the sport in under-served areas.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED and AOA board</b> monitors grant opportunities and applies for grants that are relevant.</li> <li>• <b>ED</b> to complete the EKCP grant reports</li> <li>• <b>ED</b> manages all outreach programs and ensures that revenue is invested in more outreach projects</li> <li>• <b>AOA board works with Clubs</b> to increase membership fees to adjust to inflation and rise of OC fees.</li> </ul>
3. Use the best organizational processes and ensure they align with related organization's (SPAR, AGLCC) requirements.	<ul style="list-style-type: none"> <li>• Keep up-to-date with federal and provincial sport initiatives, create partnerships and collaborations to support the Canadian Sport for Life movement and align with SPAR Accountability Framework and Orienteering Canada's strategic priorities.</li> <li>• Maintain good communication with SPAR sport consultants and provide outstanding annual accountability reports.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ED and president</b> are involved with the sport community and creates networking opportunities to showcase orienteering. (attends and presents at conferences).</li> <li>• <b>ED</b> makes sure good communication is maintained with SPAR sport consultant</li> </ul>

## Identified Gaps / Ideas/ to be completed

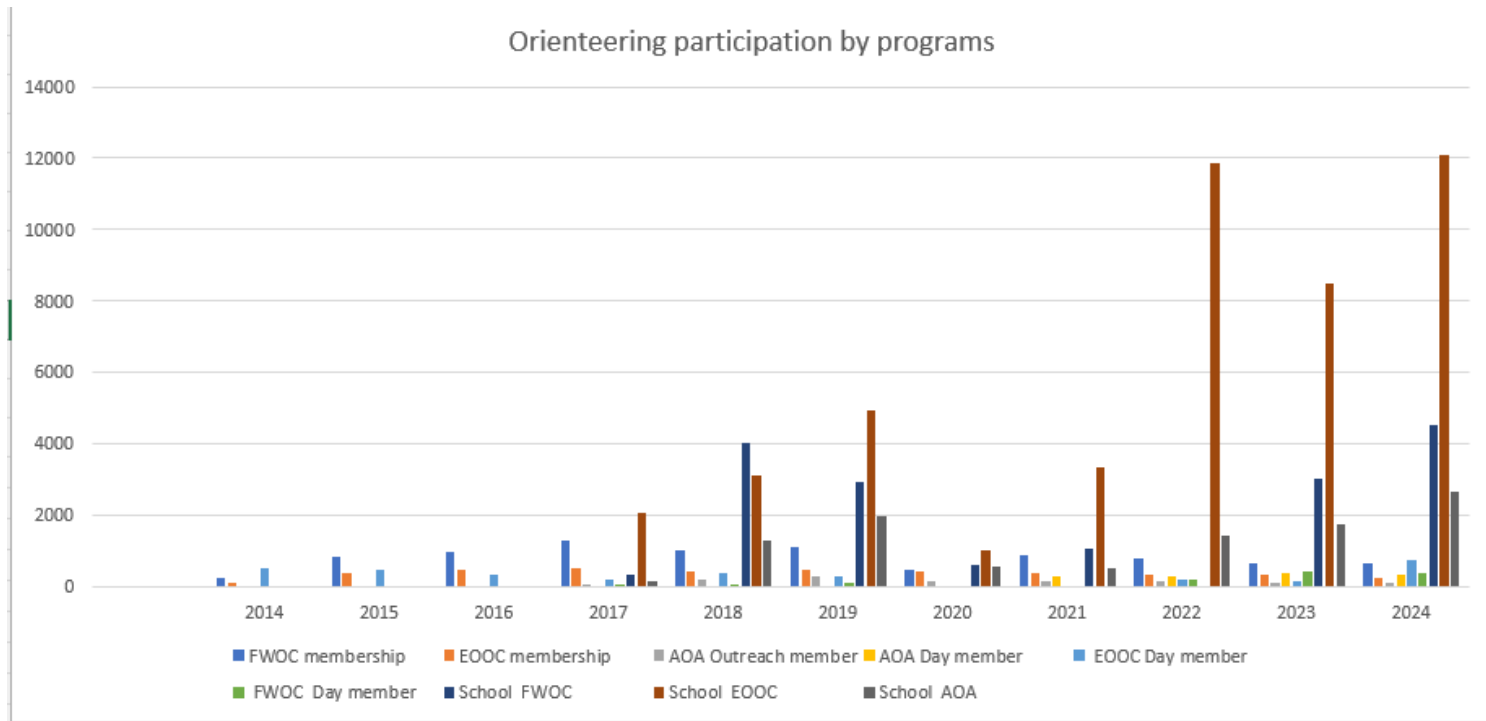
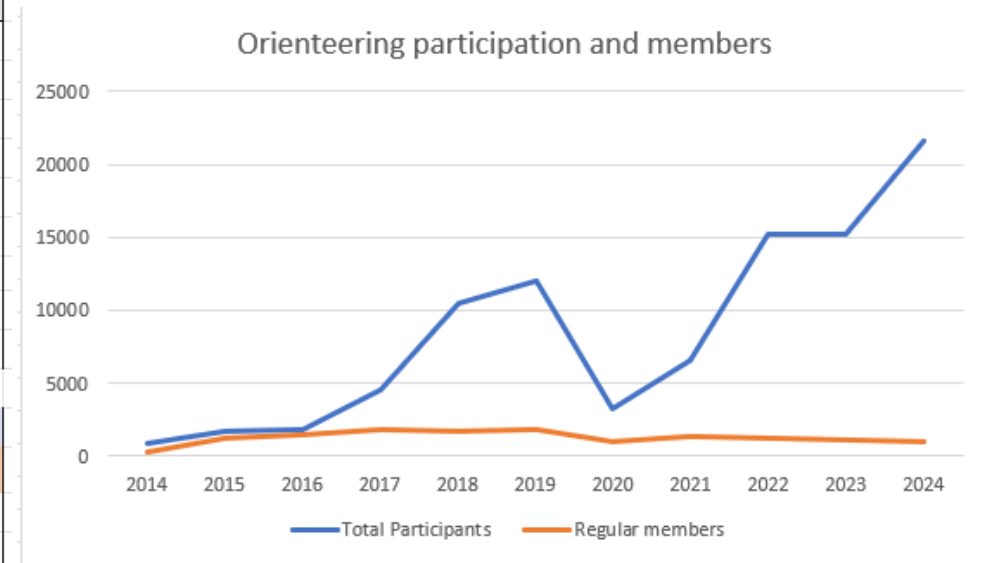
1. Youth / younger adult participation is declining at a competitive level. What can we do to reverse this?
2. Review of AOA grants. (Support clubs in building capacity with their own staffing growth)
3. OC raised fees (buffer or raise membership fees see table below)
4. Make a MOU template to identify AOA share / role of major events. AOA share of major event income used to be 1/3<sup>rd</sup> and now is 0.
5. Decide on the volunteer appreciation event
6. Decide on creating video promotion materials

2024 Membership Fee Calculation				
Junior fee U	Adult Fee	Day member fee		
\$ 4.50	\$ 9.00	\$1		
Members	Junior	Adults	Day members	Payment
<b>FWOC</b>	<b>439</b>	<b>186</b>	<b>374</b>	total members
Fee	\$ 1,975.50	\$ 1,674.00	\$ 374.00	625 \$ 4,023.50
				day: 374 \$ 4,023.50
<b>EOOC</b>	<b>67</b>	<b>171</b>	<b>744</b>	total members
Fee	\$ 301.50	\$ 1,539.00	\$ 744.00	238 \$ 2,584.50
				day: 744 \$ 2,584.50
<b>AOA</b>	<b>62</b>	<b>50</b>	<b>312</b>	total members
Fee	\$ 279.00	\$ 450.00	\$ 312.00	112 \$ 1,041.00
				day:312 \$ 1,041.00
	Total paid by clubs			\$ 6,608.00
	AOA outreach membership fees			\$ 1,041.00
	AOA subsidized portion to OC fee			\$ 3,351.00
<b>Total OC Membership fee</b>	<b>\$ 11,000.00</b>			\$ 11,000.00

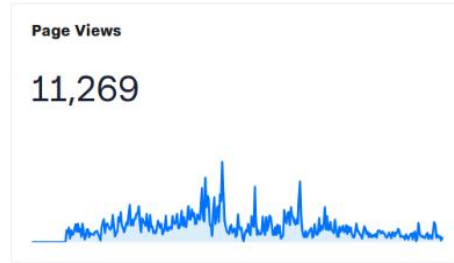
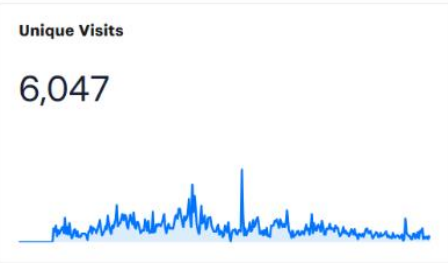
2024 AOA-managed program participants Including Outreach Members (64 youth, 50 adults)		Participation #	Outreach Revenue \$	Cost \$
AOA residency high school programs		2643	12,236	1,361
EKCP grant: RD coaches + Bogi schools		1453	1,360	EKCP
AOA Airdrie youth program: 6 weeks		204	1,570	1,638
Red Deer Community programs: 9 sessions		320		EKCP
Participation Grant Try it programs in June		323	1,200	1,200
Calgary TRY IT programs		101		
<b>Total AOA-managed programs</b>		<b>5044</b>	<b>16,366</b>	<b>4,199</b>
<b>Total AOA school and outreach income</b>			<b>\$12,167</b>	



Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>FWOC membership</b>	219	842	978	1264	1022	1089	464	869	766	651	625
<b>EOOC membership</b>	78	359	481	495	433	443	418	386	339	311	238
<b>AOA Outreach member</b>				45	192	266	160	118	125	114	112
<i>AOA Day member</i>								270	259	381	312
<i>EOOC Day member</i>	515	476	326	204	352	269			183	135	744
<i>FWOC Day member</i>				29	36	75			192	395	374
<i>School FWOC</i>				332	4020	2900	610	1065	0	3000	4504
<i>School EOOC</i>				2056	3083	4947	990	3338	11881	8496	12085
<i>School AOA</i>				131	1271	1970	540	520	1421	1739	2640
<b>Total Participants</b>	<b>816</b>	<b>1684</b>	<b>1793</b>	<b>4556</b>	<b>10409</b>	<b>11959</b>	<b>3182</b>	<b>6566</b>	<b>15178</b>	<b>15234</b>	<b>21646</b>
<b>Regular members</b>	<b>297</b>	<b>1201</b>	<b>1459</b>	<b>1804</b>	<b>1647</b>	<b>1798</b>	<b>1042</b>	<b>1373</b>	<b>1230</b>	<b>1088</b>	<b>987</b>
year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Honorary members	6	6	6	10	10	10	10	12	12	12	12



## AOA Website 2024 :



## AOA Social Media 2024:

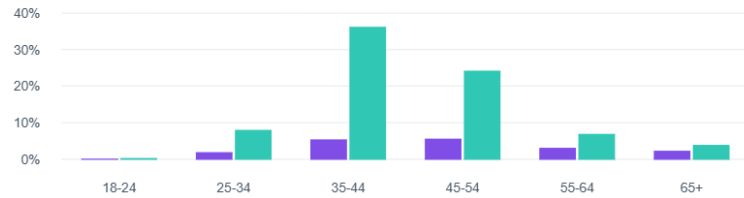
### Facebook

#### Audience

803 Facebook followers

#### Age and gender

Men 19.20%  
Women 80.80%



### Instagram

#### Audience

Demographics Trends Potential audience

#### Followers

Lifetime

306

#### Age & gender

