

Core Purpose:

The core purpose of the organization is its fundamental reason for being. Purpose is enduring – forever pursued, never reached. While the purpose is never fully realized, it inspires A/C to change and progress in order to more fully live up to its purpose.

Provide leadership, development and competition that ensures world-level performance in athletics

ATHLETICS CANADA

Strategic Plan – Towards 2020

Core Values:

Core values describe the values held by the membership. They are constant regardless of how the environment changes. Core values are what A/C, in its essence, stands for. They are not in and of themselves operating practices or program strategies but should be reflected in these.

VALUE: Lifelong physical and emotional health and fitness

We believe:

- Athletics is a lifetime sport that contributes to health and happiness and that those active in athletics are role models for all Canadians.
- Athletics allows individuals the joy and satisfaction of creative physical expression.

VALUE: Pursuit of individual excellence and personal growth

We believe:

- Excellence in athletics is worthy of pursuit, support and recognition.
- Athletics participants can set and achieve goals whether it be an Olympic medal or improved performance and fitness
- Athletics can fulfill potential through dedication, discipline and perseverance in competition against themselves or others

VALUE: Enabling individual development beyond sport

We believe:

- Pursuing worthy and challenging goals helps to define personal values, strengthens character and develops self confidence, perspective and assures individual growth.
- Athletics instils the values of sport: integrity, fair play and respect for all.
- What is learned in Athletics enables individuals to participate fully as contributing members of their communities.

VALUE: Inclusiveness

We believe:

- Athletics, through its diversity provides an opportunity for all to participate without limits created by ability, bias, prejudice, or inequity of ability, gender, region, or culture.

VALUE: Integrity

We believe:

- Integrity is the foundation of Athletics Canada's mandate and is evident in all of its objectives, decisions and activities.
- Integrity is defined as: honesty, doing what is right, and earning trust, credibility and respect through competence and trustworthiness.
- Integrity requires an environment of fair play – where rules are known and respected by all and where cheating or circumventing due process is unacceptable and results in sanctions.
- Integrity is the accountability for truth, knowledge, behaviour and action.

Vision 2020

Vision is a specific, engaging and dynamic description of what A/C would like to achieve and become. It is compelling because it puts into words what members really, really, really in their heart of hearts want for the association. The picture of the future causes you to think twice about whether it is indeed possible in light of the significance of the goals to be achieved and the level of commitment that will be required.

Vision 2020 is built on the interplay between what A/C stands for (core values) and why it exists (core purpose) – and the aspirations and desired progress to be achieved (envisioned future).

Vision 2020 is divided into three elements. The first of these is ‘End Results’. This describes the ultimate goals to be achieved by Athletics Canada. There are three equally desirable future outcomes. The second element is ‘Contributing Factors’. This element identifies those components that are required for the future outcomes to be possible. The third element, ‘Enabling Elements’ make possible the ‘Contributing Factors’.

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END RESULTS

End Results indicate the ultimate goals that the association wants to achieve. In effect, end results declare the difference that Athletics Canada wants to make for its members. The success of a strategic plan can be evaluated by finding the means to assess the degree to which the three end results are present.

Consistent International Performances

- Canadian athletes consistently meet and exceed performance goals at major international events.
- Canadian athletes are among the finalists in all events, and the Canadian flag is raised during many medal presentations at the world championships, the Olympic and other major games.
- The Canadian Athletics team is recognized as one of top 10 teams in the world and Canadian athletes are competitive with the best in the world.
- There is year over year consistency of performance and the improved number of top 8 performances happens by design not luck.

Membership Retention and Growth

- Membership growth happens through Athletics as a result of high retention of athletes, coaches and officials, recruitment of new members and program development that are inclusive of age, ability and interest.
- Members are actively involved in many aspects of the sport.
- Athletes contribute on many levels: coaching in their clubs, promotion in their community and becoming coaches, organizers, administrators and officials.

Positive Individual Experience

- Athletes, coaches, officials and the Canadian public are proud of accomplishments and conduct of athletes.
- All who contribute feel appreciated and positive about their involvement and Those who leave the sport do so with good memories of their association.
- There is a supportive, trusting and equitable relationship between A/C and athletes.
- Athletics is helping shape the lives and hearts of a generation of youth

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CONTRIBUTING FACTORS

Contributing Factors are the second part of Vision 2020. They describe the pieces that need to be in place for the End Results to be achieved. They also express what Athletics Canada wants to achieve and believes is necessary to reach the End Results.

Athlete Development

Broad-based participation

- There is a cohesive, integrated development program for athletes at all levels that is used by clubs and coaches across the country and adapted to fit regional differences.
- Athletics is the sport of choice at all levels from young, entry-level to national team.
- A\C is leader in broad-based entry-level programs and is a model for other national associations.

Co-ordinated recruitment, talent identification and development

- Canada is a leader in athlete development. One hallmark of success is the high percentage of athletes who stay in the sport to the senior level. Another is the capacity to develop athletes within a Canadian ‘system’.
- There is a comprehensive system for athlete development that is well known to athletes, parents, coaches, clubs and provincial associations. It is the result of a close working relationship among coaches, clubs, provincial associations and A/C. It provides alternative avenues for individual athletes to pursue and assists athletes and coaches in making sound decisions about an athlete’s development. As a result:
 - There are strong links with high school and college athletics coaches and athletes, and many talented athletes are identified and followed through their high school and university career and when they make the easy transition to club, collegiate and training centre programs.
 - There is an exemplary working relationship with the CIS that has fostered the development of Canadian talent in Canadian universities.
 - Canadian athletes continue to attend U.S. schools as the result of considering the various options for an individual’s development. There are ongoing links among A/C, provincial association, the home club and the athlete.
 - Athletes who have competed in other sports make successful transitions to athletics as the next step in their competitive career.
- There are sufficient opportunities domestic and international competitive experiences for all levels of athletes.
- The quality, number and accessibility of facilities are consistent with the needs of developing and elite athletes.

Fully supported high performance programs

- The focus of high performance programs is successful international performance.
- National team competitions/training camps are fully funded and supported with a full complement of coaching and support staff.
- There are programs and financial support for national junior teams and programs that foster the development of athletes below junior level who are the next round of athletes coming through.

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- There is adequate funding to respond to individual national team athletes' needs.
- Training environments provide facilities, equipment, training time and support services that are superior to those of competitive nations.
- Athletes have access to sport science and medicine professionals in support of their training, recovery and regeneration.
- Canada is a model for other countries in how to develop high quality team

Coaching

- Coaches are recognized for the fundamental contribution to the development of athletes and the sport.
- There are sufficient numbers of coaches and new coaches are attracted by the challenge and rewards of coaching.
- Coaches share information and provide comprehensive, seamless programs
- Professional coaches are the norm for major clubs and Canada's national-level athletes; the numbers of full-time paid coaches is still growing.
- Opportunities that provide financial support to coaches are fully exploited, e.g., IOC Solidarity, IAAF.
- Coaching have monetary, education and appointment incentives and are able to work with other coaches on international teams and training visitation programs.
- A/C is a leader in coaching education. There is an integrated development program for coaches at all levels and Superior professional development opportunities.
- Coaching methods are continuously improving as a result of Incorporating most recent sport science and coaching science research.
- Canadian coaches introduce innovative training and development methods and welcome the opportunity to test and adopt new ideas.

Competitions

- Domestic competitions provide the appropriate frequency and level of competition for developing athletes across the country.
- The Senior and Junior National Championships are high profile events, attracting large number of spectators, television and print media and significant national and local sponsors. The atmosphere at the events is exciting and colourful. Athletes prize the title of national champion.
- A/C, provincial associations, organizers and sponsors collaborate in the creation of highly successful competitions.
- Athletics events are on par with professional sports events for their level of organization, entertainment value and spectator involvement.
- Canada is a preferred host for major international competition. The legacies of international events are well managed and benefit ongoing development of athletes, clubs, coaches and officials.
- There is a large cadre of well-trained, highly motivated and internationally respected officials who excel at providing a fair playing field for all competitors.
- Officials benefit from a nation-wide integrated education and training program at all levels that provides the opportunity for increasing experience/expertise

Recognition

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- The sport and its athletes are consistently covered and highly regarded by media for performances at home and abroad
- There is consistent and extensive media coverage of athletics from local to national level and competitions are well-covered by Canadian television. As a result of media recognition, there is strong public and corporate support.
- A/C offers a full range of awards that recognize contribution and performance, including financial incentives athletes and coaches for performance.
- Athletics athletes are frequent recipients of national and international awards programs.

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ENABLING ELEMENTS

Enabling Elements is the third part of Vision 2020. These are also goals to be achieved but they represent a means to end – they are desirable because A/C believes that if these four pieces are in place, it will be possible to realize the Contributing Factors, which in turn, makes it possible to arrive at the End Results.

Cohesive Family

- Athletics Canada is a solid organization working in harmony at all levels. There is a common understanding and respect of the different roles played at each level a strong sense of teamwork throughout the association.
- There is a common vision for the future of the sport. Athletes coaches and officials are committed to work together and there is an open, productive dialogue among A/C and provincial associations.
- The provincial associations and A\C deliver consistent messages to athletes, coaches and officials.
- There is a supportive, trusting relationship between association and its athletes and cooperation and support across groups and disciplines.

Financial Self Sufficiency

- There is an effective revenue generating program that results in multiple sources of funding. This is complemented by the controlled and responsible use of resources.
- Although no longer the major source of revenue, the federal government provides support consistent with its priorities and the competitive reality of the sport of athletics.
- A/C attracts and retains strong corporate support because its properties are well-developed and attractive to sponsors. Athletics Canada has strong brand recognition in the public and media.
- Sponsorship exists for high performance and development programs, competitions and teams and sponsors are highly valued for support.
- High profile athletes support national sponsors through appearances and associated programs.
- Promotion and marketing activities are well-coordinated and achieve important synergies in attracting sponsors, recruiting members and enhancing public support.

Leadership

- Leadership is visionary, proactive and innovative.
- There is a culture of confidence in A/C and a deep belief in its ability to accomplish its goals.
- A/C acts as a protector of the sport and advocate for athletes, coaches and officials and a level playing field.
- Core values are consistently applied.
- A/C is a recognized national and global leader in sport and influential within the IAAF and the Canadian sport community.
- Athletes are integrally involved in leadership. Coaches, officials and athletes are well-informed, understand the association's challenges and influence direction A/C chooses.

Management

- The association develops plans, defines goals and determines priorities and then acts with consistency and 110% focus to achieve these.
- A/C is a model of best administrative and technological practice. It is known to be a first-class professionally organized and managed organization. Communication and information management contribute to sound decisions that are well supported.

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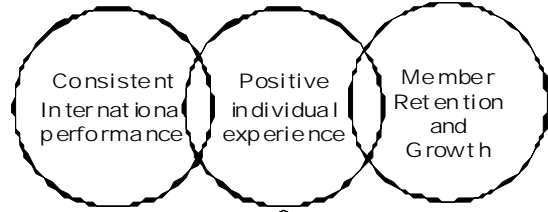
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- The association's employees are a highly valued part of the management team, respected for their contributions, expertise and commitment.
- The operation of the board and committees is characterized by fair, transparent and equitable process. There is consistent application of policies, procedures and rules.

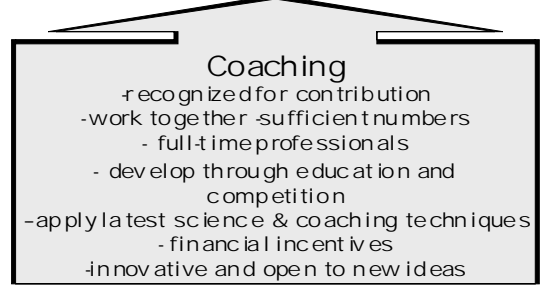
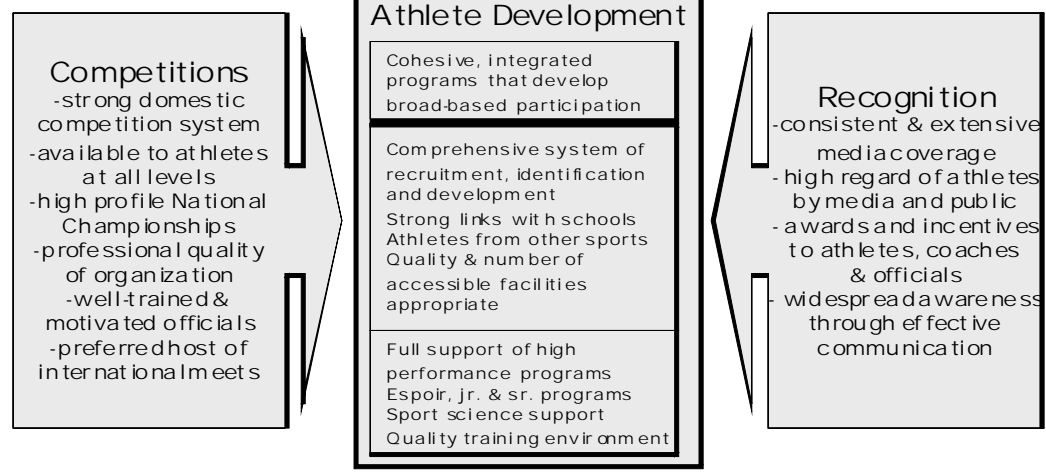
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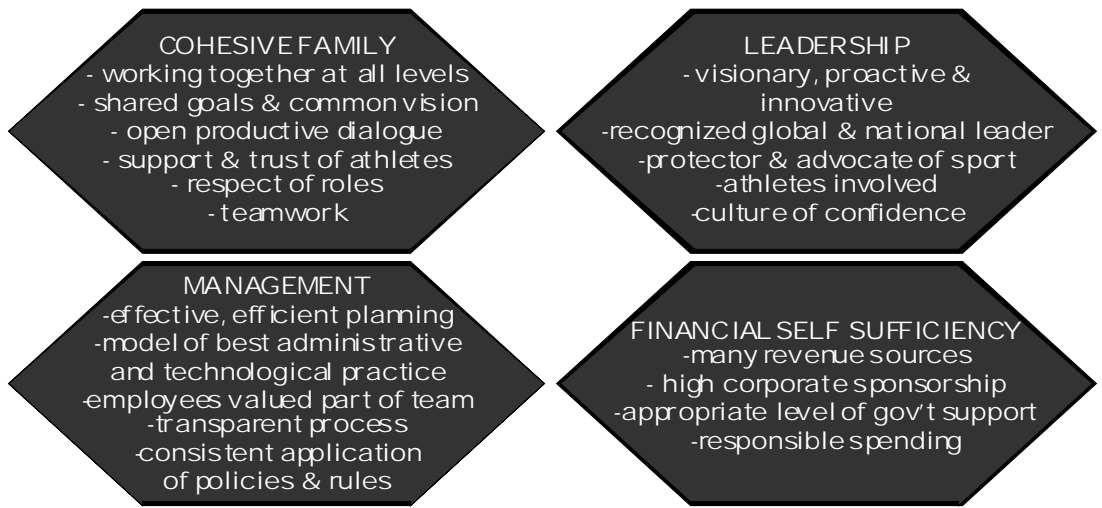
END RESULTS



STRATEGIC OBJECTIVES



ORGANIZATIONAL



2012 END RESULTS

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| # medals + # / % Top 8 and # / % Top 12 and # / % Top 16 + nation ranking in Athletics | Increased # of clubs + increased average# members / club | 10 signed formal AC/Branch MOU's that commit to harmonization of strategic direction and programs (carding, development teams, national team support, coaching, training, club development) |
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2012 Pillar Strategic Goals

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| Coaching Strengthen the development and professionalization of coaches | Athlete Development Enhance the progressive development of talent that ensures athletes succeed at major senior international events | Competition Ensure a strong domestic competition system | Organization Capacity Strengthen and increase the internal resources that ensure the growth of athletics in Canada |
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2012 Objectives

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| Professionalization 1. Create the foundation for the professionalization of coaching in athletics | Podium 1. Solidify and expand the number and capacity of world-class Canadian training environments 2. Maintain ongoing program of targeted athlete, event and coaching support leading to 2012 3. Expand the professional services / capacity available to the national sport medicine program 4. Develop and implement the national sport science program 5. Increase the number of national training camp opportunities. | National Championships & Competitions 1. Enhance the quality of all National Championships. 2. Develop a coherent and sustainable Canadian Grand Prix Series through HP meets. 3. Harmonization of calendars between the National, Provincial, International and LTAD. 4. Position National 10K Road Race Championships and mass participation event as a showcase for road racing 5. Enhance road running support programs 6. Enhance the cross country national program including national championships and international competitions. 7. Optimize the alignment of the National Team programs with the international calendar and LTAD 8. Define a strategy for a coherent Canadian road racing program. | Club Development 1. Establish a template for club development National Membership Program 1. Optimize the potential of AC Direct database 2. Ensure macro national program benefits are available for all individual members of AC branches Marketing 1. Establish and implement a strategic and dynamic marketing plan Communications 1. Enhance the visibility of Athletics Canada and its organizational and individual athletic successes both domestically and internationally |
| Coaching Development 1. Create and implement a strategy of professional development opportunities 2. Increase the number of coaches in the competition development context. 3. Enhance the value and impact of Technical Congress 4. Increase the number of coaches who are able to coach in Para-athletes 5. Implement coherent strategy that creates conditions favourable to increasing the number of women athletics coaches 6. Complete the transition to the new NCCP | Development 1.a) Enhance the identification of emerging high performance coaches and linkages with world class Canadian training environments. b) Enhance the identification of emerging high performance coaches and link with the para-athletics program. 2. Consolidate the Team 2016 program 3. Implement full Event Group leadership structure 4. Establish formalized talent identification, recruitment and retention process. | Facilities 1. Provide information for facility development and improvement. | Revenue Development 1. Optimize funding from governmental and agency funding programs 2. Increase revenue from non-traditional government and non-government funding sources. Organization Systems 1. Enhance harmonization in strategic direction at AC and Branch levels 2. Maintain influence of AC with national sport and international athletics communities. |
| | Introductory Athletics 1. Ensure the ongoing sustainability and delivery of RJT program. 2. Increased number of RJT graduates in the club system 3. Position Athletics as a core sport of LTAD Comprehensive Para Sport Program Identification | Officiating 1. Ensure sufficient numbers of officials for provincial and national level competitions and championships 2. Ensure official development programs 3. Develop a program for officials' growth and training accountability. 4. Establish succession plan for international officials | |