

# Strategic Plan 2013 - 2020



NATIONAL GOVERNING BODY FOR TRACK & FIELD, ROAD RUNNING, ROAD RACING AND CROSS-COUNTRY



## Canada's National Sport Governing Body for Track & Field, Road Running and Cross Country

- Athletics is an integrated, foundational sport for all ages and all abilities, including para athletics, structured around skill development and competition associated with running, jumping, throwing walking and wheeling.
- Athletics in Canada includes sport participants, coaches, officials, clubs, schools, event organizers, provincial/territorial branches, associations and other stakeholders associated with the delivery of athletics programming in Canada.
- As partners, we create opportunities for Canadians of all ages and ability to participate recreationally or competitively in all disciplines of Athletics.

### **Vision 2020**

***To provide world leading programs and services in Athletics and to be recognized domestically and internationally for its commitment to:***

- providing a positive experience through sport which develops physical literacy and a love of athletics
- systematically developing world class athletes who achieve podium success internationally
- providing opportunities for participants to remain active and competitive through all stages of life.

### **Mission**

***Through collective leadership we drive growth in participation; enable improved athletic performance; and provide a positive experience for all in athletics***



## Athletics in Canada - Core Values

### Integrity

- We conduct ourselves with integrity, through ethical decision making, honesty and fairness to earn the trust of participants
- We create a fun, safe, inclusive and positive environment for all, in line with the principles of Canadian Sport for Life and True Sport Canada.
- We accept responsibility for our actions and hold others accountable to act in accordance with our core values

### Excellence

- We enable individuals to achieve their own level of personal and sporting excellence by offering a diverse range of events and opportunities that fit all range of interests, goals and physical ability.
- We embrace the athletic journey as much as the outcome, recognizing and celebrating excellence at every level of the sport

### Innovation

- We are committed to being creative, innovative and to continuous improvement, ensuring we provide world leading programs to all in our sport.
- We engage with and respond to our members, actively seeking new partnerships that advance the sport and help keep our athletes on the leading edge.



## Critical Success Factors

- Continue being a strong, trusted and valued member in the IAAF
- Ensure a collective commitment to athlete, coach and officials' development
- Ensure united leadership at Athletics Canada & the provincial branches that leads to improved cooperation and alignment toward our common goals
- Develop partnerships with stakeholders outside of traditional base
- Win medals at international championships
- Increase the capacity of athletics organizations to deliver programming
- Ensure effective internal and external marketing and communications making positive use of new digital media platforms and analytical tools
- Create high quality events that improve brand recognition, generate revenue and build support for athletes in Canada
- Increased revenue, particularly from non-government sources, through vehicles like merchandise sales, sponsorship and the Athletics Canada Foundation
- Ensure a regular measurement and evaluation of results against our strategic objectives



**Our Mission is supported by three key pillars:**

***Participation – Performance - Positive Experiences***

## **Participation:**

Objective: By 2020, 1) increase membership in core programming and 2) connect with more than 1 million Canadians annually

1. Through continued improvement of our programs, increase the number of associates, including athletes (13,600 to 22,000), coaches (1,500 to 2,500) and officials (900 to 1,200) from a total of 15,000 to at least 25,000 annually.
2. Increase first contact participation to 350,000 annually, primarily through Run, Jump, Throw, Walk, Wheel.
3. Develop partnerships to reach at least 125,000 coaches & athletes in schools annually.
4. Build on existing and develop new partnerships to reach at least 500,000 off track athletes annually
5. Increase the visibility & recognition of our AC brand, programs, teams and events and reach at least 500,000 people who engage with AC through digital activities.



## **Performance:**

Objective: Develop an integrated performance pathway which will enable sustainable success at the Olympic / Paralympic Games and World Championships

6. Improve the quality of coaches, officials and sport science and medicine practitioners through world class training & professional development.
7. Help clubs and schools produce coaches & athletes capable of achieving baseline talent identification standards and create daily training environments which support optimal athlete development.
8. Increase the number of athletes, in all event groups, achieving performance standards that predict a progression to future podium finishes.
9. Consistently field teams which win 5 or more medals at IAAF World Championships & Olympic Games and place Canada among the top 10 nations at the World Championships and Olympic / Paralympics.

## **Positive Experience:**

Objective: 80% of participants consistently confirm having a positive experience with 'Athletics in Canada' activities

10. Making use of our feedback & evaluation systems, continuously improve the quality of AC teams & events.
11. Ensure transparent, effective policy development and implementation practices that instill confidence of our membership and all other stakeholders.