



Orienteering Canada

Strategic Plan 2011-2015

Updated March 2012

Introduction

Orienteering Canada is recognized by the International Orienteering Federation (IOF) as the National Governing Body for orienteering in Canada.

Orienteering Canada is a non-profit organization with current provincial/territorial association members and their members clubs. The Federation's programs are supported by membership dues, event levies, sponsorships and tax-deductible contributions.

Orienteering Canada is a volunteer organization. The officers, Board of Directors, committee members, and working groups are made up of Orienteering Canada members offering their time, energy, and expertise to promote the sport of orienteering and to make Orienteering Canada function as effectively as possible.

Orienteering Canada is empowered by its members to govern the sport of orienteering in Canada and to develop the sport by all means open to it. It is committed to delivering value to its members in the key areas of:

- governing the sport;
- enhancing individual's competencies;
- encouraging competition;
- leading the sport in international competition;
- promoting the sport; and
- providing services to individual members.

The strategic plan for Orienteering Canada is built on 5 core strategies that combined form the strategic framework for Orienteering Canada to continue to mature and be able to realize its vision and deliver on its mission.

The 5 core strategies are as follows:

1. Growing the Membership - Grassroots Development.
2. High Performance Development
3. Building Organizational Capacity
4. Developing Strategic Partnerships
5. Building Profile and Communication

Orienteering Canada Vision

Our vision: Orienteering: An exciting and challenging outdoor adventure sport that provides a stimulating blend of mental and physical challenge.

Orienteering Canada is a dynamic sporting organization which organizes and develops orienteering for the betterment of the sport and its participants. Orienteering is enjoyed, as a recreational activity and a high performance sporting activity promoting health and fitness, by all age groups and abilities.

- Orienteering is accepted in the sport community as a viable sport and is promoted as a life-long activity
- Orienteering inspires people to achieve their full potential

Orienteering Canada Mission

Our mission: Orienteering Canada's mission is to provide and manage services and programs for the Canadian Orienteering community and to furnish opportunities for every individual to reach his or her potential at all levels of participation in orienteering.

We will achieve this through the following:

- Promoting and providing positive and diverse orienteering experiences through the delivery of comprehensive quality programs
- Promoting orienteering for education, personal development and environmental enthusiasts
- Directing High Performance programs in the pursuit of international excellence
- Guiding and/or partnering in the development of orienteering programs of a national scope at all levels

Orienteering Canada Goals

1. Top 10 nation at JWOC and WOC in 10 years based on the relays and increased number of top 20, top 30 and top 40 individual performances.
2. To increase number of participants in orienteering events.
3. To develop a progressive and organized plan at all levels for athletes, coaches and officials.
4. To increase organizational capacity through increasing the number of volunteers and to double the size of the annual budget.

Orienteering Canada Values

Over the years certain values and characteristics have become associated with orienteering, a set of noble principles which Orienteering Canada upholds:

1. EXCELLENCE - We believe in the right of all people to pursue their personal levels of excellence.
2. ENJOYMENT - We believe in the sport of orienteering being enjoyable.
3. FAIRNESS - We believe in fairness on and off the course, as characterized by equality, integrity and trust.
4. RESPECT - We believe in free and open communication and respect for the views, roles and contribution of all.
5. LEADERSHIP - We believe that those who participate in orienteering have a responsibility to teach and apply the values of Orienteering Canada, involving others in the orienteering experience and inspiring and empowering them to reach their potential.
6. INCLUSIVENESS - We believe that orienteering should encourage the participation of all segments of the community.
7. ENVIRONMENTAL STEWARDSHIP – We believe that everything we do in orienteering will be done with a conscious effort to minimize our impact on the environment. This will apply not only at events to preserve the natural environment and make future land access more likely, but will also be a factor in the design of our competitive program and in all other activities.

Orienteering Canada focuses its operations within the following core business parameters or core strategies:

**Strategic Priority #1:
Growing the Membership - Grassroots Development**

Objective:

To increase the number of orienteering participants by providing recreational opportunities for participation and by effectively marketing the value of participating in orienteering and becoming a member of a provincial or territorial association or club.

Measurement:

- ❖ increased number and diversity of recreational participants
- ❖ development and implementation of a Long Term Athlete Development Model (LTAD) for orienteering with LTAD principles integrated in all programs and services
- ❖ increased ability to communicate with all participants in the sport

Key Strategies:

HIGH PRIORITY:

1. develop and implement an orienteering-specific Long Term Athlete Development Model that ensures a coordinated multi-year training and competition program
2. implement consistent, frequent and quality coaching and officials training
3. help to co-ordinate programs through greater information sharing regarding grassroots and junior development programs *(moved to high priority)*

MEDIUM PRIORITY:

4. develop program materials for teachers/youth organizations to introduce participants to orienteering
5. develop generic promotional materials to be used nationally to attract participants to the sport
6. help strengthen orienteering clubs/PTOAs in Canada

LOW PRIORITY:

7. develop a national data base of all registered participants to enable effective communication
8. increase programming and participation in ski, mountain bike and trail orienteering in Canada

Strategy	Action	Measurement
1. Develop and implement LTAD model	a. Research and create LTAD model for Orienteering	<ul style="list-style-type: none"> • Model exists and has been communicated and adopted by PTOAs and clubs.
	b. Create professional looking LTAD materials	<ul style="list-style-type: none"> • LTAD documents are professionally formatted
	c. Develop plan with clubs and PTOAs for LTAD implementation	<ul style="list-style-type: none"> • LTAD session held at 2011 conference • Orienteering Canada had quarterly contact with PTOAs to discuss and move forward LTAD implementation

	d. Create LTAD specific programming	<ul style="list-style-type: none"> • “jackrabbits”-type program for orienteering created • Guidelines/suggestions for event organizers based on LTAD stages written and available on website
2. Implement updated coaching and officials training	<p>COACHING</p> <p>a. Create plan to work with PTOAs and clubs for consistent community coach training</p>	<ul style="list-style-type: none"> • Increased number of community coaches • Have dedicated person in each region committed to promotion of coaching program. • Work with PTOAs and clubs to ensure that 4-8 community coaching clinics are held/year across Canada.
	b. Create video to used with community coaching program	<ul style="list-style-type: none"> • Video created
	c. Develop and implement competitive stream coaching materials	<ul style="list-style-type: none"> • Budget request to CAC for 2011 • To start development of competitive stream in 2011 and project plan created
	<p>OFFICIATING</p> <p>a. Develop new system and write updated materials. Create professional looking program materials</p>	<p>OFFICIATING</p> <ul style="list-style-type: none"> • Finalize structure and delivery of the new program • Finalize new manuals and on-line content
	b. Develop delivery plan. Develop plan with clubs and PTOAs for officials course implementation	<ul style="list-style-type: none"> • Clinics are held across the country and officials are certified under the updated program. PTOAs and clubs include clinics in their schedules
	c. Develop appropriate system for upkeep of officials database	<ul style="list-style-type: none"> • Plan for database created and implemented
3. Develop program materials for youth leaders	a. Finish development of youth leader's kit	<ul style="list-style-type: none"> • Completion and promotion of the kit
	b. Create professional looking program materials	<ul style="list-style-type: none"> • Kit looks professional
	c. Create and implement promo plan for these materials	<ul style="list-style-type: none"> • Promotional plan created and implemented
4. Develop promotional materials to attract newcomers	a. Create professional looking brochure, poster, flyer templates for clubs to use nationwide	<ul style="list-style-type: none"> • Have promotional templates and key messages available on website (and professionally printed if there is need) • Create “here are the basics of orienteering” brochure for clubs to give to newcomer at an event
	b. Create press release templates	<ul style="list-style-type: none"> • Created and available on website
	c. Develop key messages for promoting orienteering (eg definition of orienteering)	<ul style="list-style-type: none"> • Created and available on website
5. Facilitate greater information sharing	a. Create and promote “experts” in various subject areas (mapping, foreign mappers,	<ul style="list-style-type: none"> • Resources section on web site improved. Add more best practices information to orienteering.ca

	printing, SI, etc.) and encourage people to use "experts" as resource	<ul style="list-style-type: none"> Recruit experts Create and post on website, how-to info sheets and guides for various topics Have experts presenting sessions at Orienteering Canada conference
6. Increase number of clubs/PTOAs	d. Add information to orienteering.ca re new club creation	<ul style="list-style-type: none"> How to set up a club document written and posted on website Basic clinics held in areas where there is strong potential to develop a club (where clubs have been in past).
7. Develop national database of participants	a. Determine priority of needs for national database in conjunction with PTOAs and clubs	<ul style="list-style-type: none"> Develop database plan in conjunction with PTOAs and clubs
	b. Develop and implement	<ul style="list-style-type: none"> Develop database
	c. Create process to welcome new members	<ul style="list-style-type: none"> Plan created and implemented
8. Develop ski/MTBO/trail O	a. Create MTBO, ski and trail committees and encourage participation	<ul style="list-style-type: none"> Committees recruited, approved and terms of reference written National ski-orienteering championships held every 2 years Recruitment and administration of teams to relevant World Championships and World Cups as appropriate. Encourage 5+ ski-o events each year and 3+ MTBO and 3+ trail events each year
	b. Develop guidelines for event organization	<ul style="list-style-type: none"> Event guidelines created
	c. Development materials for officials certification	<ul style="list-style-type: none"> Relevant information for officials and coaching courses added as appropriate

**Strategic Priority #2:
High Performance Development**

Objective:

To develop and deliver programs designed to achieve international excellence in orienteering.

Measurement:

- ❖ top 10 nation at JWOC and WOC in 10 years based on the relays and increased number of top 20, top 30 and top 40 individual performances
- ❖ increase number of ME and WE athletes at COC (50 ME and 30 WE)
- ❖ full JWOC and WOC teams (6/6) with competition for spots
- ❖ existence of quality programs and services for high performance athletes

Key Strategies:

HIGH PRIORITY:

1. develop an orienteering-specific Long Term Athlete Development Model that ensures a coordinated multi-year training and competition program
2. implement and encourage training centre concept
3. improve and enhance communications regarding high performance orienteering

MEDIUM PRIORITY:

4. develop and implement incentives for racing and training
5. develop and support high performance coaches
6. provide focused national and international competition and training opportunities for international competitors
7. identify and support up and coming national and international athletes
8. Increase fund-raising initiatives for the high performance programs and enhance funding structure for the HPP

LOW PRIORITY:

9. implement consistent, frequent and quality coaching and officials training
10. provide increased access to sport science services for high performance athletes

Strategy	Action	Measurement
1. Develop and implement LTAD model	a. See strategic priority #1, Strategy #1	<ul style="list-style-type: none"> • LTAD accurately represents high performance orienteering
2. Implement training centre concept	a. Formally identify a western and an eastern Canadian post-secondary institution and promote as training centres with buy-in and partnership from nearby orienteering clubs	<ul style="list-style-type: none"> • Centres established in east and west and these centres are Orienteering Canada does appropriate promotion • Terms of reference/guidelines written with buy-in from relevant clubs • Athletes are attracted to and commit to these training centres • Regular training sessions put on by coaches

3. Improved communication re HPP	a. Develop and implement media plan to promote high performance orienteering news and achievements	<ul style="list-style-type: none"> • Increased knowledge of HPP by the Canadian O community • Increased visits to Orienteering Canada website, HPP blog and facebook page • HPP info up to date on web site • Media plan developed and implemented • Increased media coverage • Increased fundraising support to the HPP
4. Develop and implement incentives for racing and training	a. Encourage event organizers to provide event entry discounts to HPP members	<ul style="list-style-type: none"> • Have discounted entries available to HPP members • Have up to date rankings available and used for appropriate seeding
	b. Formalize “red group” concepts at championship events	<ul style="list-style-type: none"> • Included in COC guidelines • Have “red group” at championship events
	c. Develop and promote relevant and up to date ranking system	<ul style="list-style-type: none"> • Implement Canada Cup system
	d. Organize training camps and provide financial assistance for training camps	<ul style="list-style-type: none"> • Have 2 training camps/year
	e. Create grant opportunity for athletes to assist with their training expenses	<ul style="list-style-type: none"> • Grant created and implemented yearly
	f. Provide discounted uniforms to HPP athletes	<ul style="list-style-type: none"> • Sponsorship attained to subsidize cost
5. Develop high performance coaches	a. Encourage active coaching in Canadian O clubs	<ul style="list-style-type: none"> • Increased number of certified coaches in Canada • Enhance coaching resources on website.
	b. Develop next levels of coaching programs under the NCCP program	<ul style="list-style-type: none"> • See strat priority #1, task 2C
6. Increase training and racing opportunities	a. Organize regular training camps for HPP members	<ul style="list-style-type: none"> • 2 HPP camps/year
	b. Encourage Canadians clubs to organize events that provide quality training and racing (including potential selection races) opportunities for HPP athletes	<ul style="list-style-type: none"> • Canada Cup concept implemented
	c. Establish more club junior programs for high school aged orienteers	<ul style="list-style-type: none"> • More junior programs across Canada (See strat priority #1, strategy 1D)
7. Encourage up and coming athletes	a. Have more junior athletes competing the sport	<ul style="list-style-type: none"> • Greater retention of 16-25 year old athletes • Increased number of entries in the older junior categories at the COCs • Ensure that all sass peepe camp participants are aware of the HPP. • Ensure that junior programs across the country inform their athletes about the HPP and elite orienteering opportunities

		<ul style="list-style-type: none"> • Ensure that LTAD model helps to create this flow • Better promotion of the sass peepr camp
8. Increased HPP fundraising	a. Pursue fundraising and sponsorship opportunities	<ul style="list-style-type: none"> • Have HPC involved with created of sponsorship/plan proposal
9. Implement updated coaching and officials training	a. See strategic priority #1, Strategy #2	<ul style="list-style-type: none"> • More orienteers are trained as officials and coaches, and there are higher quality events available to HPP members
10. Provide increased access to sport science services for high performance athletes	b. Research options for potentials resources and services available to HPP athletes	<ul style="list-style-type: none"> • Communicate any potential resources and services to HPP athletes through website and/or mailing list

**Strategic Priority #3:
Building Organizational Capacity**

Objective:

To create a results-driven organization with a strong governance structure that is recognized for its leadership and organizational excellence.

Measurement:

- ❖ full board membership with increased diversity of membership.
- ❖ development of board policies and governance practices.
- ❖ increase in financial support and sponsorships
- ❖ annual increase in budget
- ❖ influence decisions at the international level of the sport

Key Strategies:

HIGH PRIORITY:

1. implement a strategic plan and develop annual strategic planning process
2. develop an effective Board structure which attracts and retains quality board members and provide those Board members with relevant training and development opportunities
3. develop coordinated plan to access funding from Sport Canada

MEDIUM PRIORITY:

4. develop governance and administrative policies including financial policies
5. develop and implement a resource development strategy to increase revenues to support the activities of the organization
6. participate in the International Orienteering Federation's decision making processes

Strategy	Action	Measurement
1. Implement annual planning process	a. Update strategic plan to ensure relevance and usefulness	<ul style="list-style-type: none"> • Dedicate at least 2 Orienteering Canada Board meetings/year to evaluating, reviewing, updating strategic plan
	b. Annually have board review previous 12 months and prioritize projects over the next 12 months	<ul style="list-style-type: none"> • Dedicate at least 2 Orienteering Canada Board meetings/year to evaluating, reviewing, updating strategic plan • Have one in person board meeting each year
2. Develop stronger Board structure and development	a. Write terms of reference and expectations for Board members	<ul style="list-style-type: none"> • Write terms of reference and orientation materials for board members • New board members participate in a board development educational opportunity in their first year on the board
	b. Continue to develop and empower committees to achieve strategic plan goals	<ul style="list-style-type: none"> • Recruit communications, sponsorship and rules committees and develop terms of reference for each committee • Each board members is an active member of at least one Orienteering

		Canada committee
	c. encourage and support Board member participation in relevant sport and board development conferences and workshops	<ul style="list-style-type: none"> • Orienteering Canada representatives attend relevant sport conference (Athletes CAN forum, Sport Leadership conference)
	d. create succession plan and process for orienting new Board members and collecting knowledge from out-going Board members	<ul style="list-style-type: none"> • Create an active nominating committee
3. Access Sport Canada funding	a. Submit high quality application for Sport Canada funding	<ul style="list-style-type: none"> • Submit application in November 2010
4. Development stronger governance, admin and financial policies	a. Continue the development of relevant policies and guidelines	<ul style="list-style-type: none"> • Finish and distribute guidelines for COC organizers • Develop and post other policies
5. Develop and implement resource development strategy to increase revenues	a. Create and promote endowment fund	<ul style="list-style-type: none"> • Endowment fund created and promoted
	b. Investigate and pursue other revenue sources	<ul style="list-style-type: none"> • Sponsorship plan created and implemented
6. Increase input in IOF's decision making process	a. Have Orienteering Canada representation at IOF presidents' meeting and IOF Congress	<ul style="list-style-type: none"> • Informed Orienteering Canada representative attends IOF President's Conference and IOF Congress
	b. Support Canadian representation of IOF Council	<ul style="list-style-type: none"> • Canadian is elected to IOF Council

Strategic Priority #4: Developing Strategic Partnerships

Objective:

To develop collaborations that maximize opportunities for orienteering in Canada.

Measurement:

- ❖ increased number of strategic partners

Key Strategies:

HIGH PRIORITY:

1. develop partnerships with organizations and agencies which can deliver orienteering programs consistent with the Long Term Athlete Development Model
2. promote program materials for teachers/youth organizations etc to introduce participants to orienteering

MEDIUM PRIORITY:

3. strengthen relationships with potential funders and supporters

Strategy	Action	Measurement
1. Develop partnerships related to LTAD implementation	a. Pursue and create appropriate partners to enhance LTAD programming	<ul style="list-style-type: none"> • Outside organizations are including LTAD-friendly orienteering in their offerings
2. Promote materials to youth leaders	a. See strategic priority #1, Strategy #3	<ul style="list-style-type: none"> • Promote our officials clinics to the cadet community • Promote youth leader kit to cadet community
	b. Create plan to encourage cadet and other youth leaders to get officials certification	<ul style="list-style-type: none"> • Cadets and youth leaders get certification
3. Strengthen relationships with potential funders and supporters	a. Well promote sponsors and funders in Orienteering Canada resources	<ul style="list-style-type: none"> • Develop and implement plan to recognize and thank sponsors, funders and supporters so that these individuals/groups feel well recognized.

**Strategic Priority #5:
Building Profile and Communication**

Objective:

To create a clear profile and brand for Orienteering Canada which enhances the image of the sport.

Measurement:

- ❖ the Orienteering Canada brand is clearly defined and recognized by stakeholders and others
- ❖ a communication plan is developed and implemented including key audiences and messages.
- ❖ Orienteering Canada participant base is increased

Key Strategies:

HIGH PRIORITY:

1. develop a communications plan for key stakeholders, members and other supporters
2. develop and implement a plan for the positioning of Orienteering Canada both within the orienteering community and within the Canadian sport community

MEDIUM PRIORITY:

3. develop promotional and marketing materials to target existing and potential participants
4. develop public awareness program to increase awareness and understanding of the sport and Orienteering Canada
5. develop strategies to maximize media exposure, increase awareness and ensure the delivery of positive messaging

Strategy	Action	Measurement
1. Develop communications plan to enhance position within the orienteering community	a. Develop and implement communications plan	<ul style="list-style-type: none"> • Communications plan written and implemented • Orienteering Canada Executive Director or President to have meeting with each PTOA president 2x/year. • Organize Orienteering Canada conference in conjunction with the COCs
	b. Recruit and create terms of reference for communications committee	<ul style="list-style-type: none"> • Communications committee created and actively implementing communications plan.
	c. Launch and maintain Orienteering Canada website with frequent up to date info.	<ul style="list-style-type: none"> • Orienteering Canada website has new content at least every two weeks • Orienteering Canada website is enhanced with better calendar feature, enhanced content, better capacity for electronic newsletter • Visits to Orienteering Canada site are increased by 50% • Facebook page is updated regularly

	d. Create method to be able to communicate directly via email to Canadian orienteers	<ul style="list-style-type: none"> • 3-4 communication bulletins directly from Orienteering Canada to PTOA/club members each year • Create mechanism to be able to reach Canadian orienteers directly by email (re above).
	e. Develop professional looking Orienteering Canada corporate identity	<ul style="list-style-type: none"> • Majority of orienteering community is aware Orienteering Canada brand • Orienteers receive Orienteering Canada branded items at major events
2. Develop communications plan to enhance position within the Canadian Sport Community	a. Develop and implement plan re consistent press releases and orienteering information	<ul style="list-style-type: none"> • Plan implemented • Orienteering Canada sends frequent press releases to national and relevant local media outlets
	b. Investigate opportunities to promote orienteering. Consistently provide up to date information to media outlets such as Get Out There magazine, running magazines, etc.	<ul style="list-style-type: none"> • Orienteering Canada sends press releases, story ideas to relevant sport media
	c. Develop professional looking Orienteering Canada corporate identity	<ul style="list-style-type: none"> • Orienteering Canada has updated graphic materials
	d. Involvement with Sport Matters, CAC	<ul style="list-style-type: none"> • Orienteering Canada contributes financially to Sport Matters and is actively involved in relevant initiatives
	e. Attending relevant conferences such as the Athletes CAN forum and the CAC's sport leadership conference	<ul style="list-style-type: none"> • Orienteering Canada representative(s) attends the Athletes CAN Forum, CAC Sport Leadership conference and other relevant conferences
	f. Encourage provincial associations to see which groups they are a member of	<ul style="list-style-type: none"> • Create list of organizations that PTOAs are linked with and determine need for enhanced involvement.
3. Develop promotional materials to attract newcomers	a. See strategic priority #1, Strategy #4	<ul style="list-style-type: none"> • See strategic priority #1, Strategy #4
	b. Launch and maintain new Orienteering Canada website with frequent up to date info.	<ul style="list-style-type: none"> • Visits to the Orienteering Canada site are increased by 50%
	c. Develop professional looking Orienteering Canada corporate identity	<ul style="list-style-type: none"> • Orienteering Canada has updated graphic materials
4. Develop public awareness program to increase awareness and understanding of the sport and the	a. Launch and maintain new Orienteering Canada website with frequent up to date info.	<ul style="list-style-type: none"> • Visits to the Orienteering Canada site are increased by 50%

Orienteering Canada		
	b. Develop and implement communications plan	• Communications plan implemented
	c. Pursue opportunities to profile orienteering outside of the orienteering community	• Links to www.orienteering.ca on other websites is increased
	d. Orienteering presented as an option on physical activity websites like participation	• Links to www.orienteering.ca on other websites is increased
5. Develop and implement media strategy	a. Develop key messages about orienteering (definition, etc) to be used when Orienteering Canada /PTOAs/clubs interacting with media	• Posted on website
	b. Develop and implement media plan	• Media plan is implemented
	c. Monitor and collect instances of orienteering in the media	• Media page on website is up to date with relevant content
	d. Create section in officials program re basic media relation skills	• Media info is included in officials program