

ALBERTA BICYCLE ASSOCIATION



STRATEGIC PLAN

2018-2022

Our Plan

The ABA feels this updated strategic plan continues to move our organization in a positive direction, building off the plan which expires in 2017.

This plan highlights the strategic priorities that will guide the sport over the coming years. Within this overall framework, there is a focus on individual initiatives and key actions associated with each strategic area. On an annual basis, the Board of the Alberta Bicycle Association will closely monitor the sport's progress against these initiatives to ensure achievement of the overall objectives.

This design makes it possible for the ABA to:

- Be accountable to our members
- Measure outcomes through every time frame
- Provide transparent reporting of progress
- Ensure management oversight by the ABA board of directors
- Allocate the appropriate level of resources to programs and activities based on their contribution to the priority outcomes.
- Align annual operating plans and budgets with the medium and long-term objectives and goals ensuring that the strategic plan is executed

Vision & Mission

The Alberta Bicycle Association (ABA) is the affiliated provincial branch of Cycling Canada (CC). The ABA is a not-for-profit association run by volunteers, relying on membership fees, fundraising, and government support for operating funds. The ABA counts among its membership BMX, cyclo-cross, mountain bike, road, and track racers as well as recreation and transportation riders, educators, coaches, officials, administrators, volunteers and advocates of cycling.

The **Mission** of the ABA is to advocate, develop, and facilitate bicycling for Albertans.

The **Vision** of the ABA is to be the recognized authority and leader for bicycling in Alberta.

Our Values

Our Values form the cornerstone of our organizational culture and are to be upheld throughout our organization - both in language and in action. They are the guiding principles that drive and motivate us, help us achieve our corporate goals and shape our future direction. They define the way we work and are the first point of reference for our recruitment and performance management processes.

1. **Leadership & Excellence**— We are dedicated to holding ourselves accountable to the community delivering high quality outcomes in every aspect of the organization. We aim to deliver excellent athletic performances, events, officials and coaching programs.
2. **Integrity**- We are committed to operating all Association business in an honest, open, fair, understanding and inclusive manner and demanding the same from all partners, athletes, officials and coaches.
3. **Collaboration**-We will actively seek, develop and enhance partnerships with government, sporting institutions, commercial groups and the public to achieve our goals. We focus on building and maintaining effective internal and external exchange in order to communicate effectively with our stakeholders
4. **Innovation** - We are committed to developing an organization that is innovative in the areas of strategic priority.
5. **Development**— We will ensure that we offer a wide variety of opportunities for coaches, athletes, administrators, and volunteers to access education and development opportunities

Strategic Priorities

Operational Excellence: To develop and enhance our operational governance through ongoing development and monitoring of strategic plans, ensuring financial stability and administrative training.

Competition: To provide support to help ensure events have a level of consistency and are well organized.

Development: To provide programming and resources ensuring members and volunteers have access to develop skills.

High Performance: To implement sustainable and reliable programs focused on performance

Recreation, Transportation & Advocacy: To advocate for the rights of cyclists and support initiatives from the Recreation & Transportation community.

Strategic Priority #1- Operational Excellence

Objective: To develop and implement a sustainable financial strategy to ensure the organization is able to run efficiently and effectively to meet the needs of its members.

Rationale: Implementing a governance strategy through the following initiatives will help to:

- Increase Revenue for the ABA
- Retain staff and volunteers
- Maintain a positive relationship with members and stakeholders

Strategic Initiative 1.1- Develop strong operational and financial policies

- Develop a policy to make sure we are able to leverage all sponsorship opportunities
- Update policies to ensure industry best practices are being followed

Strategic Initiative 1.2- Develop Human Resources

- Review staff job descriptions to ensure the needs of the Association are being met
- Provide opportunities for staff to expand their expertise
- Make sure job descriptions leverage staff expertise

Strategic Initiative 1.3- Communication

- Create and foster interactions between ABA members, clubs, and other stakeholders
- Increase authority presence at events
- Encourage feedback from stakeholders
- Engage organizations with cycling components that are not currently part of the ABA

Strategic Priority #2- Development

Objective: To continue to improve the foundation of the organization, ensuring its continued growth and stability.

Rationale:

- Increase and retain membership
- Provide opportunities for traditionally under-represented groups
- Grow strong core programs

Strategic Initiative 2.1- Improve access to sport from traditionally under-represented groups

- Invest in programs aimed at specific groups
- Invest in programs aimed at specific groups
- Develop relationships with groups who traditionally work with targeted groups
- Encourage clubs to run targeted programs

Strategic Initiative 2.2- Work with schools and other youth clubs to implement cycling programs

- Learn what youth based programs currently exist which could implement cycling
- Build relationships with schools and youth clubs
- Develop programs for implementation where none currently exist
- Provide coaches to assist with running programs

Strategic Initiative 2.3- Work on developing the Commissaire program

- Develop a recruitment strategy
- Provide mentorship to new commissaires
- Provide assistance to commissaires who are looking to grow past the provincial program and become National and International commissaires

Strategic Initiative 2.4- Grow participation numbers for female athletes

- Review female participation numbers on a yearly basis and identify key growth areas
- Ensure female racing is policy is inclusive
- Provide female only opportunities for camps and or races

Strategic Priority #3- High Performance

Objective: Create strong development and high performance programs that are inclusive to all, providing Alberta athletes the best opportunity to be able to perform at the Provincial, National or International stage.

Rationale: Creating strong resources to provide for athlete development through the following strategic priorities will help to:

- Recognize areas of greatest need
- Develop relationships with other cycling organizations providing athletes greater learning opportunities
- Ensure resources are available for High Performance athletes and coaches

Strategic Initiative 3.1- Foster and grow a strong youth and junior racing program

- Create a database all junior athletes in Alberta
- Facilitate professional coaching opportunities to identified athletes
- Ensure support is available to Provincial Team athletes at key events during the season

Strategic Initiative 3.2- Support and encourage coaching development, grow a strong racing program

- Offer courses so coaches throughout the province can become NCCP certified, specifically focusing on supporting coaches who want to move past the Let's Ride stream.
- Provide professional development opportunities to NCCP certified coaches i.e. Provincial team projects
- Encourage club coaches to follow Cycling Canada's Gold Medal Pathway model
- Create an LTAD implementation program, communicate to all clubs and coaches

Strategic Initiative 3.2- Develop a strong Para program

- Develop positive relationship with Cycling Canada and partners to meet Para-cycling objectives
- Host Para-cycling development camps for both athlete development and recruitment

Strategic Priority #4- Recreation/Transportation/Advocacy

Objective: Promote cycling as a form of recreation and/or transportation, work with key partners to improve communication with non-cyclists and improve infrastructure.

Rationale: Developing relationships and promoting cycling as a mode of transport and/or recreation activity through the following strategic priorities will help to:

- Increase the activity level of the general public
- Develop infrastructure to make cycling a safer activity

Strategic Initiatives 4.1- Work to develop cycling as a valid form of transportation and recreation and improve infrastructure

- Develop relationships with other cycling transportation stakeholders
- Provide a voice for cycling advocacy to improve infrastructure
- Understand what the issues are for recreational and utilitarian cyclists
- Develop key messages for recreation and utilitarian cycling

Strategic Initiatives 4.2 - Improve way-finding strategies across the province

- Research way-finding resources
- Provide resources to any inquiries
- Develop a policy on way-finding in Alberta

Strategic Initiative 4.3 – Improve education for drivers and cyclists regarding traffic safety and traffic law

- Develop understanding of bicycles and the law, including traffic safety
- Develop understanding of what constitutes safe cycling in traffic and what stakeholders are involved

Strategic Priority #5 – Competition

Objective: Improve racing opportunities across all disciplines, for all levels of athletes, while supporting those who host races by setting professional standards and maintaining positive relationships.

Rationale: Increase racing opportunities while ensuring professional standards will help to grow the sport of cycling, while giving members opportunity

- Host a strong racing calendar
- Provide a positive race experience for all participants
- Grow race participation across all disciplines

Strategic Initiative 5.1- Provide support for event organizers

- Continue to evolve resource materials for event organizers to use as guidance
- Offer organizers support when working with 3rd party land owners and stakeholders
- Provide platforms for organizer feedback i.e. race organizers conference, track operators meeting

Strategic Initiative 5.2- Foster and grow strong youth participation in racing (non BMX)

- Work with clubs and encourage them to provide a youth component
- Continue to work throughout Alberta to grow the Trailblazers XC series
- Increase opportunities for youth racing i.e. expand Trailblazers to Cyclo-cross/Road
- With enough youth participation run a Youth Cup series
- Run Youth based Provincial Championships

Strategic Initiative 5.3- Recognize, include, and support new and different disciplines

- Work directly with individuals hosting events in emerging disciplines
- Provide opportunities for staff to gain knowledge in order to support new events
- Actively pursue relationships with new disciplines before they evolve

Strategic Initiative 5.4- Work towards a minimum set of standards for events throughout the province

- Review and update policies for organizers to follow
- Maintain and supply equipment for organizers to utilize
- Provide staff who can ensure organizers understand and are able to meet set standards
- Provide feedback venue for organizers and racers to improve quality of racing