

ALBERTA BICYCLE ASSOCIATION



STRATEGIC PLAN

2013-2017

Executive Director's Message

The Alberta Bicycle Association has made great strides over the last few years, and in that spirit we have planned out a new 5 year strategic plan, building on the work from the past 5 years. This strategic plan continues to identify a clear direction for the Association through to 2018.

Not only have we reworked the Associations mission statement, "advocate, develop, and facilitate bicycling for Albertans" to make it more encompassing we have also created a vision for the ABA, "to be the recognized authority and leader for bicycling in Alberta."

ABA's success depends upon relationships with the Alberta Sport Parks Recreation and Wildlife Foundation, Cycling Canada as well as its members and member clubs, building on these relationships is reflected throughout the plan. The Association will also face challenges in the future and therefore have planned a proactive approach, looking to build new relationships with sponsors, volunteers, the Government of Alberta and new cycling partners.

We have some exciting new opportunities in the future with new communication and marketing plans, new programs to help build the sport and a more focused role in cycling advocacy.

All ABA committees and staff members had an opportunity to provide input into this plan, and I thank all of those who submitted their ideas.

Thank you to the ABA Board of Directors who put a great deal of effort and thought into our new plan.

I look forward to working with everyone in the future to bring this plan to completion.



Heather Lothian
Executive Director
Alberta Bicycle Association

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 2013. The Board of Directors engaged committees when looking for direction in which areas we needed to continue to move forward in. Part of the decision was to work out a new Mission Statement and to include a Vision Statement with this plan.

The ABA incorporated a number of key considerations in the process of putting this plan together. In short, the plan:

- Is truly strategic in its focus
- Outlines initiatives and a vision for the future
- Facilitates coordinated activity at all levels of the sport around critical drivers of success
- Outlines objectives that are meaningful and measurable

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. **Organizational Management and Accountability** - We are committed to conducting our business in a knowledgeable way ensuring our practices are collaborative, transparent, flexible, supportive and accountable.
2. **Safety** – We will focus on promoting and ensuring the highest level of safety and high quality services to all facets of our operations.
3. **Fair Play & Ethics** – We will always promote the highest behavioural and ethical standards.
4. **Commitment to Excellence** – We will constantly strive to improve our performance through a commitment to excellence across all our areas of operations.
5. **Community & Partnerships** – 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
6. **Innovation** - We are committed to developing an organization that is innovative in the areas of strategic priority.
7. **Development & Education** – We will ensure that we offer a wide variety of opportunities for coaches, athletes, administrators, and volunteers to access education and development opportunities.
8. **Inclusiveness** – Our cycling community is inclusive to all persons.

Strategic Priorities

Administration & Governance: To develop a sustainable financial strategy while maintaining a focus on policy and human resource development.

Facility Development & Event Organization: To provide support to help ensure events have a level of consistency and are well organized.

Athlete Development: 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.

Marketing & Communication: To generate maximum public knowledge of the Alberta Bicycle Association and cycling in Alberta

Strategic Priority #1- Administration & Governance

Objective: To develop and implement an innovative and sustainable financial strategy, ensuring the ABA is able to continue to meet the needs of its members through support, development opportunities for volunteers, and staff training.

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

- Increase Revenue for the ABA
- Ensure ABA is following sound policies and by-laws
- Diversify revenue sources
- Retention of staff and volunteers

Strategic Initiative 1.1- Develop financial strategy, diversify revenue sources

- Examine ways to further the funding resources of the ABA
- Gather and maintain membership statistics
- Host annual fundraising dinner
- Develop new membership levels
- Create sponsorship policy/proposal

Strategic Initiative 1.2- Develop Human Resources

- Offer professional development opportunities for staff
- Create an annual recognition program for athletes, coaches, volunteers
- Develop training strategies for staff, officials, coaches, leaders, and volunteers

Strategic Initiative 1.3- Review Association governance and policy

- Review ABA Bylaws, objects and other governance documents
- Perform a comprehensive review of Association policies, to ensure policies are current and effective

Strategic Priority #2- Facility Development and Event Organization

Objective: To support all aspects of event organization by ensuring organizers have the tools to create well organized events and supporting communities in their development of cycling facilities and infrastructure.

Rationale: Supporting members in the development of cycling events and infrastructure through the following initiatives will help to:

- Ensure race officials are available and knowledgeable
- Provide continuity to events for a better racer experience
- Create opportunities for new events and/or new race locations
- Provide resources for members to help keep barriers down for organizing events

Strategic Initiative 2.1- Support the development of events, organizers, and officials

- Develop a commissaire recruitment strategy
- Create a tantalizing experience to draw in new members
- Actively update race organizer resources
- Host annual Race Organizers conference
- Host annual BMX Track Operators conference
- Improve commissaire retention
- Increase the number of National and International commissaires in Alberta
- Make race equipment available for organizers

Strategic Initiative 2.2- Recognize, include, and support emerging disciplines

- Work directly with individuals hosting events in emerging disciplines
- Include new events in the ABA race calendar
- Actively pursue relationships with new disciplines before they evolve

Strategic Initiative 2.3- Support and advocate for the development of cycling infrastructure

- Creation of website page listing infrastructure projects within Alberta
- Use staff and volunteer expertise to provide support to new initiatives

Strategic Priority #3- Athlete Development

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:

- Improve youth, Para and female access to introductory programs
- Recognize areas of greatest need
- Develop relationships with other cycling organizations providing athletes greater learning opportunities

Strategic Initiative 3.1- Improve access to sport from traditionally under-represented groups

- Increase youth participation through stand alone youth programs
- Offer gender and/or age specific camps and coaching resources
- Take advantage of sport crossover opportunities by working with groups like the Alberta Sport Development Center
- Engage under-represented groups through social media, surveys and focus groups
- Promote cycling from grassroots up, employ a foundational approach to align with LTAD

Strategic Initiative 3.2- 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 3.3- Support and encourage coaching development, grow a strong racing program

- Increase the number of coaches training and certified by the National Coaching Certification program (NCCP)
- Provide professional development opportunities to NCCP certified coaches i.e. Provincial team projects
- Provide ongoing education to certified and trained coaches
- Ensure NCCP program and certification process is communicated clearly to all members
- Create an LTAD implementation program, communicate to all clubs and coaches

Strategic Initiative 3.4- Develop a strong Para program

- Integrate Para-Cycling into Provincial Team 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 though the following strategic priorities will help to:

- Increase the activity level of the general public
- Develop infrastructure to make cycling a safer activity
- Engage youth programs and schools in safer cycling learning opportunities

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

- Review websites for potential to foster connections to groups working on bicycle advocacy
- Provide a voice for cycling advocacy to improve infrastructure
- Understand what the issue 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 Initiative 4.4- Introduce cycling initiatives to schools and youth programs

- Develop a list of initiatives and distribute to schools and youth programs
- Develop a template for club and team use
- Create opportunities within clubs currently offering cycling initiatives

Strategic Priority #5 – Marketing and Communication

Objective: Increase the brand exposure of the ABA while fostering a positive relationship with all ABA members.

Rationale: Maximizing our marketing opportunities and engaging members through the following strategic priorities will help to:

- Increase and retain membership
- Improve interactions between clubs and other stakeholders

Strategic Initiative 5.1 Refresh and renew image of ABA- raise profile with public

- Create a concerted and directed marketing program
- Utilize high level races to promote the image of the ABA as the knowledgeable authority for all aspects of cycling
- Capitalize on relationships with sport organizations to market cycling to the public i.e. Sports Hall of Fame display
- Develop branding for the ABA

Strategic Initiative 5.2- Bring a positive presence to all things cycling which nurtures relationships

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