

ALBERTA BICYCLE ASSOCIATION



STRATEGIC PLAN

2024-2029

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 2023.

The plan highlights our strategic priorities for the next 5 years. There is a focus in the plan on relationships, with members, volunteers, and communities, as well as ensuring the association provides a safe and welcoming environment for everyone.

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

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, para, 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 members, 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

Community: To grow our membership while offering a diverse and inclusive community to be part of, a community where everyone is welcome to be a cyclist.

Grassroots: To grow the sport of cycling from it's roots by offering programming throughout Alberta communities.

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

Gracious Champions: To create a culture for High Performance athletes to thrive by offering sustainable programs focused on performance, while ensuring all athletes have access to a safe environment

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

Strategic Priority #1- Community

Objective: To grow membership through developing diversity and building a strong relationship with clubs and other stakeholders

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

- Grow membership
- Diversify membership
- Increase the pool of engaged volunteers
- Represent the recreation and transportation community with a collective voice

Strategic Initiative 1.1 Build relationships with members, clubs, and other organizations to open opportunities for growth

- Host a town hall meeting for all members to attend and ask questions
- Creation of cycling conferences for all cyclists, coaches, and groups to meet and build relationships
- Engage with clubs to understand what resources and support they require
- Develop relationships with groups outside of immediate member community to advocate for cyclists with a shared consistent message

Strategic Initiative 1.2 Develop and sustain a government relations strategy and communications plan advocating for the rights of cyclists

- Have a government relations expert sit on the Recreation and Transportation committee
- Develop and sustain a government relations strategy and an attached communications plan to share the ABA's advocacy efforts with members.

Strategic Initiative 1.3 Improve access to sport for equity deserving groups

- Create relationships with organizations who represent diverse groups of people
- Utilize Hop On program to reach out to schools and community groups
- Increase pool of coaches who can run programming

Strategic Initiative 1.4 Reduce barriers needed to transfer between cycling disciplines

- Identify and lower transfer barriers that may be restricting cyclists from trying different cycling disciplines

Strategic Priority #2-Grassroots

Objective: To develop programming and opportunities for youth and other equity deserving groups and potential new members of the cycling community

Rationale: Implementing strong grassroots programming through the following initiatives will help to:

- Drive the flow of new participants and members
- Create a pathway for new members to experience different levels of racing

Strategic Initiative 2.1 Foster a more inviting environment for less competitive racers

- Foster more opportunities riding for less competitive members
- Codify a youth category in Race Organization Guide and encourage race organizers to create those spaces
- Create database and share information for club or midweek racing opportunities
- Audit the citizen road category and ensure it is meeting the needs of new cyclists
- Grow the Trailblazers Youth Racing Series

Strategic Initiative 2.2 Grow grassroots cycling programs

- Offer introductory cycling programs to cross over sport participants
- Host Kids of Mud information session with provincial partners

Strategic Initiative 2.3 Create an inclusive environment for youth to participate in cycling, in all disciplines

- Ensure policies and procedures foster an inclusive environment
- Provide opportunities for youth participants
- Work with clubs to ensure they are following True Sport principles and ABA policies

Strategic Initiative 2.4 Support youth programs and coaching by offering support for clubs wanting youth development

- Develop an activity matrix outlining the youth development activities occurring in cycling throughout the province.
- Ensure all provincial championships have youth categories
- Educate clubs on ABA resources like Kids of Mud
- Facilitate coach education, development, and mentorship for club coaches and members wanting to becoming coaches

Strategic Priority #3- Events

Objective: To provide opportunities for athletes to participate in a wide variety of cycling events by supporting race organizers and volunteers while maintaining a minimum set of standards.

Rationale: Facilitating a strong event calendar in varying disciplines through the following strategic priorities will help to:

- Increase the number of racing members
- Provide opportunities for officials and coaches to grow
- Increase sponsorship opportunities for the organization
- Help athletes gain the competition needed to develop into successful National and International professionals

Strategic Initiative 3.1 Support new and existing event organizers

- Continue to evolve and develop resource materials for event organizers to use as guidance
- Provide opportunities for organizer feedback
- Manage, maintain, and communicate racer feedback survey responses
- Provide support for how to's: tech guides, race calendar placement, online registration
- Maintain and supply equipment for organizers to utilize

Strategic Initiative 3.2 Support a commissaire program which is committed to meeting a high standard of professionalism

- Provide opportunities for commissaires to develop soft skills
- Ensure there is a mechanism for feedback
- Provide mentorship opportunities

Strategic Initiative 3.3 Ensure competition and categories are continuing to foster development and meet the needs of participants

- Offer more racing opportunities for Para athletes
- Continue to monitor race participation overall and category specific
- Engage the community, specifically females, to solicit feedback on competition and categories
- Actively pursue relationships with new disciplines before they evolve
- Provide opportunities for staff to gain knowledge in order to support new events

Strategic Priority #4- Gracious Champions

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:

- Provide a supportive pathway to take athletes to the next level
- Recognize areas of greatest need

Strategic Initiative 4.1 Development of coaches and technical leaders

- Continue to facilitate the acquisition of coaching credentials and the understanding of the NCCP streams
- Provide professional development opportunities to NCCP trained and certified coaches
- Offer support for NCCP Trained coaches to earn professional development credits

Strategic Initiative 4.2 Support youth programs and coaching by offering support for clubs wanting youth development.

- Development of a three-year plan by the High-Performance Director that is shared with participating clubs
- Engage with and provide opportunities for shared best practices with clubs and coaches

Strategic Initiative 4.3 Develop a strong provincial team program which offers athletes an improved chance of success in developing into successful international athletes

- Continue to support the High-Performance Coach in developing a Provincial Team plan
- Ensure selection criteria are clear and not subject to conflict of interest by selection committees

Strategic Priority #5 – Operational Excellence

Objective: To develop and implement a sustainable operational 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
- Ensure staff have a safe work environment

Strategic Initiative #5.1 Ensure staff structure is designed to efficiently handle day-to-day activities of the ABA

- Continue to apply to grants for summer student placements
- Ensure committees and Board of Directors have opportunities to take on governance roles while staff maintain operational duties
- Provide professional opportunities to staff
- Ensure staff have access to a safe working environment free from harassment and fear of reprisals

Strategic Initiative #5.2 Review policies and utilize resources to ensure industry best practices and government requirements are being met

- Continue with policy review
- Engage neutral third party in handling all safe sport/code of conduct complaints
- Ensure the organization is in line with Cycling Canada and Coaches of Canada Safe Sport compliance policies
- Encourage Board of Directors to pursue professional training opportunities

Strategic Initiative #5.3 Actively engage in seeking out sponsorship opportunities

- Creation of a sponsorship committee to seek out sponsorship opportunities
- Develop an updated sponsorship package