



STRATEGIC PRIORITIES 2015 - 2018

Athletics Ontario (AO) is transforming the way we view memberships and participation. We will continue to focus on our high performance and aspiring athletes through funding services and programs. In fact we believe these strategic priorities will offer significant improvements in service delivery and outcomes. AO will expand to embrace a much wider group of athletes from schools, the road running community, and other targeted groups. Research tells us that there is a very large pool of athletic participants within our Province. AO will develop programs to attract these participants for growth in our membership.

In 2015, Ontario will stage the Pan American and Para-Pan American Games in the Greater Toronto Area. This is a massive opportunity for the sport of athletics. As one of the sports central to this major international event the Games will provide focus and inspiration for a wide range of stakeholders.

Young athletes will take up the sport for the first time with dreams of competing, while established high performance athletes will be focused on winning in front of their home crowd. Volunteers will undertake training with goals of playing key roles in Games' delivery and increasing numbers of coaches and technical officials will up skill to help meet demand. Athletics Ontario believes it is critical to fully utilize this once-in-a-lifetime opportunity for significant growth in our sport, and to ensure a lasting legacy for years to come.

Athletics Ontario's Strategic Priorities set out a clear vision that will leverage momentum provided by The Pan Am and Para Pan Am Games to enhance current services and initiatives we deliver and reach out to untapped areas to grow the sport through sound planning supported by professionally delivered programs.

OUR BACKGROUND

Athletics Ontario is the recognized sport governing body for athletics in Ontario. It is a not-for-profit organization that is athlete-centred, volunteer-based, club-structured and coach-driven. The association offers athletics competitions and member services to athletes of various ages and abilities. Athletics Ontario provides competition structures and programs from grassroots to participation at an elite level. Provincial championships include track and field, cross country, and race walking meets. In addition, Athletics Ontario provides developmental opportunities for athletes, coaches, and officials from beginner to high performance.

Athletics Ontario is a member of Athletics Canada and works in partnership with other provincial member associations across Canada. The association operates under an affiliated member club system. Clubs and a number of specialist groups and organizations provide services to registered participants, including access to training venues, coaching, development opportunities and social activities.

At April 1, 2014, Athletics Ontario's membership consisted of:

- 3359 Registered Athletes;
- 516 Recreational Athletes & Associates;
- 399 Registered Coaches;
- 116 Clubs; and
- 161 Technical Officials.

Athletics Ontario has significant opportunities for growth in participant numbers which is an important focus of the Strategic Priorities 2015-2018.

OUR VISION

VISION

Ontarians acknowledge and support athletics as a sport important to individual and community health and fitness.

MISSION

Athletics Ontario's organizational mission is to:

- develop, promote and ensure competent delivery of programs and competitions in athletics for the participant's enjoyment of the sport;
- produce highly competitive provincial, national and international athletes; and
- contribute to the health, fitness, social development and well-being of all participants.

VALUES

- Health and fitness through sports and throughout life;
- Commitment to excellence and the highest standards of performance by athletes at all age levels;
- Integrity, loyalty, fair play, sportsmanship, honesty, commitment, dedication, patience, mutual respect and cooperation;
- Inclusiveness, accessibility and affordability in participation;
- Individual development and measureable achievement encouraged by administrators, coaches, officials and staff committed to Athletics Ontario values;
- High ethical and moral standards and practices in athletics and the governance of athletics; and
- Prudent, transparent stewardship that demonstrates value for the investment of fiscal and human resources.

OUR VISION BY 2018

By 2018 Athletics Ontario will have attained:

A **POSITIVE CULTURE** with:

- better communication, engagement, and buy-in from all involved in the sport
- enhanced quality of services for our members
- increased pride in the AO brand
- measurable increased satisfaction of stakeholders
- strong leadership and governance

ORGANIZATIONAL GROWTH from:

- increased membership which includes athletes, officials, coaches, and volunteers
- increased club capability and capacity
- embracing all aspects of participation in our sport
- relevant and sustainable partnerships which provide mutual benefits
- increased recognition of expertise and value

MEASURABLE PERFORMANCE by:

- increased athlete recognition through development opportunities, funding, and teams
- better education, engagement, and support for coaches, providing rewarding opportunities
- more clubs providing athletes with a support structure, a facility, and social interaction
- challenging and exciting competitions
- more high performance opportunities and greater support from programs for athletes

OUR STRATEGIC PRIORITIES

PRIORITY TARGETS BY 2018

Athletics Ontario to have:

- ✓ an increase in revenue by 5%
- ✓ increased registered members by 10%
- ✓ an increase representation on national team by 5%
- ✓ an increase in the number of registered and qualified coaches by 10-15%
- ✓ an increase in the number of registered and qualified officials by 15%
- ✓ participation in AO Championship competitions grow by 15%

PARTICIPATION (OUR MEMBERS)

All Athletics Ontario members are our clients and we will deliver strengthened services to further enrich their athletic experience:

- Increase the number of registered members at all levels and abilities from recreation to elite.
- Provide the framework, guidance, and support to create a thriving club culture to develop premium clubs that deliver exceptional service to athletes of all levels and abilities.
- Invest in professional development of staff and segments of our membership to increase technical expertise and skills while offering personal growth opportunities to assist with retention.
- Enhance and maintain a communication system through an improved technology platform that provides member value and increased engagement through various media platforms.
- Enhance member recognition and awards to volunteers, officials, coaches, athletes and staff.

HIGH PERFORMANCE (OUR TRADITION)

Athletics Ontario will ensure athletes, coaches, volunteers and technical officials are aware of the various developmental opportunities available to them in the sport of athletics:

- Implement clear athlete development programs and continue to identify and develop opportunities and funding support so high performance athletes can reach their potential.
- Develop programs to engage coaches in the club structure system, increase the number and reach of accredited coaching courses, and provide professional development opportunities for AO accredited coaches.
- Explore and evaluate new ideas for high performance programs, competitions, and events.
- Increase the number and reach of accredited technical officials through more types of advanced certification courses, mentoring and high performance level officiating opportunities.

COMPETITION (OUR PRODUCT)

AO will develop financially viable and efficiently delivered championship competitions in accordance with international and national governing rules, standards and best practices:

- Deliver a high quality experience at all AO-managed competitions.
- Provide quality high performance and qualification opportunities for elite and aspiring elite athletes.
- Ensure that competitions or events are inclusive (with access for all targeted groups), well-staged (appealing to spectators) and appropriately managed (supported with skilled staff, qualified technical officials, and adequate numbers of volunteers).
- Raise awareness by professionally marketing competitions to potential participants and local communities.
- Establish and deliver developmental region-based competition programs.

LEADERSHIP (OUR FOUNDATION)

The Board of Directors will build a positive governance structure that provides strategic leadership, overall accountability, transparency, and effective communication to achieve its identified goals. All initiatives and priorities of the association will be supported throughout the plan. As such the Board aims to:

- redesign the organizational structure to improve processes and streamline procedures;
- amend or create appropriate rules, policies, and procedures while adhering to the laws and regulations that govern it;
- ensure that AO offers an inclusive environment for members of all ages and abilities;
- ensure that association events and programs are appropriately administered; and
- ensure finances are responsibly administered (through preparation of budgets and monitoring of funds), effective financial planning is utilized, resources are appropriately managed and new revenue streams and funding opportunities are explored.

In addition to strengthening relationships with stakeholder organizations, the Board will ensure the development of strategic partnerships and coalitions with other groups, organizations, businesses, and events in Ontario.

OUR PROGRESS TOWARDS 2018

The Athletics Ontario Board will ensure that business transacted at each Board meeting is directly related to the achievement of the Strategic Priorities 2015 - 2018. Operational plans and related financials will be reviewed quarterly by the Board, and renewed annually to reflect changing priorities or new opportunities. Annual reports will be provided to stakeholders by the end of the first quarter following the fiscal yearend.

The Executive Director, under the direction of the Athletics Ontario Board, is responsible for the implementation of Strategic Priorities 2015 - 2018. The plan will be supported by various operational documents developed by staff and Committees of the Board, as required. Staffing levels and roles within the association's office will be monitored by the Executive Director to ensure that resource allocation is appropriate for the achievement of these strategic priorities.

Underpinning the delivery of our strategic priorities is AO's communication efforts. Comprehensive plans and adequate resources will support regular and consistent communications with key stakeholders (including clubs, athletes, coaches, officials, sponsors, government organizations, other athletics bodies, and fans) to ensure the Board and staff are always accessible and "in touch" with the needs of our members.