



# **Athletics Manitoba**

**Inspiring Participation, Achieving Excellence,  
Maximizing Potential**



## **Athletics Manitoba**

May 5, 2014

Dear Members of Athletics Manitoba and Interested Stakeholders:

This document represents the work that has been completed to date on the 2014-2018 Athletics Manitoba Strategic Plan, as well as the input and feedback from the Stakeholder Meetings held on April 22 and 26, 2014. Thank you to those who participated in those sessions.

We continue to review the input received and will be moving forward quickly on some top priorities that include finalizing a job description and advertising for the position for the Executive Director.

There is still additional work to do on this plan on both its content and its implementation, within the resources that we have available to us.

If you have additional thoughts or feedback, please do not hesitate to contact me.

Sincerely,

Grant Mitchell  
President



# Athletics Manitoba Strategy Map 2014-2018

**MISSION:** Athletics Manitoba promotes sport for life, performance excellence, and long-term development of Athletics in Manitoba.

**VISION:** Inspiring Participation, Achieving Excellence, Maximizing Potential

**VALUES:** Respect, Inclusivity, Transparency, Integrity, Innovation & Mutual Support

## Strategic Focus

**Performance:** By 2018, Athletics Manitoba will have improved results in the performance stream at National level events.

**Participation:** By 2018, Athletics Manitoba will influence the delivery of quality and developmentally appropriate programs by working with member clubs, schools, MRA, officials and affiliated organizations across regions of Manitoba



**Promotion & Communication:** By 2018, Athletics Manitoba will have developed and implemented an effective promotion and communication strategy.



# Athletics Manitoba

**Performance:** By 2018, Athletics Manitoba will have improved results in the performance stream at National level events.

## INCREASE THE NUMBER OF QUALIFIED & ACTIVE COACHES (Comp- Dev)

- Establish a culture of excellence for coaches working in the performance stream.
- Support identified coaches to attain NCCP Comp Dev Training & Certification.
- Create and support a Coach Development Pathway
- Offer specialized learning opportunities such as clinics, mentoring based on coaching needs.

Indicator: 5-7 active Performance coaches throughout the province

## INCREASE THE NUMBER OF ATHLETES MEETING TRAINING & PERFORMANCE STANDARDS IN L2C-T2C LTAD STAGES

- Establish an effective and optimal training environment for identified athletes.
- Integrate Athletics Canada performance standards into Manitoba programs for all event groups.
- Create and communicate an athlete development pathway including channeling talent to most appropriate event group.

Indicator: Accepted attendance at Sr. and Jr. National championships, Games Performance Tri Province Gap analysis

## REWARD & RECOGNIZE COACHES & ATHLETES FOR PERFORMANCE

- Establish a system of incentives and recognition based on stage and developmental priorities to reinforce performance, teamwork and achievement for both coaches and athletes.
- Provide incentives and support for further athlete development.
- Provide incentives and support for further coach development.
- Recognize coaches quality contributions at each stage of the LTAD model.

Indicator: Revised recognition plan by 2nd year.

By focusing in these three areas we expect to achieve:

Increase top 8 finishes at 2017 CSG, Sr. & Jr. Nationals in all areas of Athletics



## **Athletics Manitoba**

### **High Performance notes from April 22nd Athletics Manitoba stakeholder's session**

Recorded by Karen Ferris

#### **First Pillar: Develop grassroots coaching by promoting mentorship**

- Use strong programs already in place to promote coaching and athlete development – MRA Youth Series & Manitoba Marathon
- Develop MRA athletes by encouraging them to participate in Athletics Manitoba events
- Reach out to at least 4 city and 4 rural schools to help develop teachers as coaches
- Promote the relationship between school coaches and provincial team programs
- Being able to see a difference between a school program and high performance, where is the athlete at? How can we make him/her succeed?



## **Athletics Manitoba**

### **High Performance notes from April 22nd Athletics Manitoba stakeholder's session**

#### **Second Pillar: Identifying HP athletes & assessing how they become HP athletes**

- Use of a “top 8” system or based off of percentage that would ensure equality across all event disciplines – age graded tables do exist on AC that are a good tool
- Implement standards for Senior Nationals, funding associated with placing
- Promoting the athlete in the best way possible – identifying the proper environment of a HP athlete, finding a coach(es) that are the right fit for the athlete
- Strong relation between Athletics MB and the club system to ID athletes and promote them, find meets, give funding, etc
- Remove club politics from the situation, enable athletes to work with different coaches regardless of club in order for them to do their best
- Transparency, and ability to discuss what would be the ideal environment for a HP athlete



## **Athletics Manitoba**

### **High Performance notes from April 22nd Athletics Manitoba stakeholder's session**

#### **Third Pillar: Developing a strong HP program before implementing funding**

- Once a strong program has been developed, reach out to various sources to receive funding like Sport MB based on the quality and reach of the programs
- Look into IST specific funding from Sport MB
- Develop AC resources and plans and adapt them to AM
- AM awards should focus towards development to help recognize athletes- this can be done by building a relationship between clubs and officials to help identify athletes
- Coaches and clubs/schools should be recognized equally in helping to promote the athlete to where he or she is



# Athletics Manitoba

## High Performance notes from April 26th Athletics Manitoba stakeholder's session

- Promote coaching mentorship through various methods: coaching seminars, NCCP clinics, rural development, RJT
- Define role of Provincial Coach
- Use of technology becoming more and more important – possible funding involved?
- Use athletes to teach basics as they develop into coaches in order to build coaching capacity
- Recognize and value the mentors who give lots to Athletics
- Establish transitional programs in rural areas in order to ease the transition from rural high school to HP, begin establishing relations with talented rural high school athletes
- Transparency between coaches and athletes to better achieve their goals that coaches can help achieve
- Introduce role models at high school meets by hosting invitational events to promote the high level of excellence in the sport- invitational relays
- Work towards incorporating MHSAA for an indoor championship meet





## Athletics Manitoba

### High Performance notes from April 26th Athletics Manitoba stakeholder's session

- Critical look at indoor and outdoor fixtures, should it be cut down?
- When scheduling meets take into consideration high performance meets out of province that may conflict, CSG are late in the summer, so provide meets past July for prep
- Provide coaching invitations for clinics, expose coaches
- Transparency between coach, athlete, parents, and school team (highlight outstanding performances)
- Athlete of the meet website postings, reports after meets about notable performances
- Look at HP funding, and whether it is applicable to youth athletes, or does that conflict with LTAD?
  
- Someone or a group needs to be responsible for ID'ing HP athletes- ideally between the coach and a HP "leader"
- 
- Possibly development of a HP provincial coach and grassroots provincial coach positions, how could that be achieved?
  
- Provide incentives for coaches, recognize milestone achievements, continue to promote relations with different parties involved in athletics



# Athletics Manitoba

**Participation:** By 2018, Athletics Manitoba will deliver quality and developmentally appropriate events and programs by working with member clubs, schools, MRA, officials, and affiliated organizations across regions of Manitoba.

## INCREASE THE NUMBER OF QUALIFIED & ACTIVE COACHES (RJT, Comp- Int)

- Offer NCCP RJT & Competition Introduction Training & Certification regularly.
- Create partnerships, networking, mentoring opportunities for experiences coaches with school and new coaches
- Establish an effective system of communication for all athletics coaches in Manitoba

Indicators : All regions have qualified coaches at Manitoba Games.

- 4 trained and certified instructors and coaches in all regions
- Workshops offered in each region and evaluations upon request

## ENSURE QUALITY ATHLETICS EVENT & COMPETITION DELIVERY

- Creates and implement a long-term plan to ensure technical leaders are recruited, trained and retained to support the competition system in Manitoba.
- Review and adjust competition calendar and events to ensure properly periodizaed training, competition and recovery for athletes.
- Review AM's role in event delivery.

Indicators: Qualified officials in every region.

From 30 active officials to 50 active officials

From 1 clinic for officials to 3 officials clinics to train and improved retention rates of officials

## INCREASE ATHLETICS PROGRAMS AND PARTICIPATION IN RURAL AREAS

- Expand the Outreach program with a focus on Manitoba Games Team preparation.
- Increase the delivery of RJT programs in identified rural areas.
- Provide additional coach learning opportunities for rural school teachers

Indicators: Number of members is proportional to the areas in which they live.

Coaching clinics for rural school teachers. 4 coaches per region trained in Sport Coach for MB Summer Games

By Focusing in these areas we expect to:

- 1) Increase Membership
- 2) Improve conversion rates from T2T stage to “performance stages



## **Athletics Manitoba**

### **“Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

Facilitated and Recorded by D. Mandzuk

- What do we know about what’s worked in the past and what hasn’t? What do we know about successful programs in other regions (i.e. Ottawa, Sask. etc.)?
- How do we get the clubs to work together more? How do we check egos at the door?
- How do we use technology more to facilitate communication and generate excitement in the sport? As we look at staffing in the near future, we should highlight the role we think that technology (on-line platforms, social media etc.) will need to play in the next 5 years.
- How can we highlight the unique aspects of athletics to attract kids to the sport? We are probably not telling the story as well as we could.



## **Athletics Manitoba**

**“Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

### **Athletes and coaches:**

- We need to put something in place for athletes who complete their 5 years of eligibility but still want to stay involved (i.e. coaching, involvement in RJT etc.) This is currently a missed opportunity.
- Where are we getting our coaches from?
- Can we use technology better to support school-based coaches?
- What do we know about why people get involved and what kinds of incentives exist to keep them involved?
- How do we avoid burn-out of our really effective coaches?
- How do we acknowledge our really great coaches? Do we do enough of this?
- Maybe we need to do an environmental scan of school coaches in Manitoba so we have a better idea of who is doing what and where.
- Everyone agreed that we need to have something (“extended opportunities”) for athletes over the summer. As it stands, it is incredibly busy (perhaps too much so) in May and June and then there is almost nothing over the summer.



## **Athletics Manitoba**

### **“Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

#### **Athletes and coaches:**

- How do we move coaches through the levels? We need more Levels 2s and 3s. What is the plan for getting there?
- Photo timing is a real concern for the summer. What plans do we have in place?
- Post-Hershey: Some kids drop out at this point because there often isn't anything for them to move into. There's the assumption that those kids who do well will find a club but that isn't necessarily the case.
- Like AC, we should probably be integrating para-athletes more
- Right now, there is a disconnect between clubs and schools. Not everyone sees them as being mutually reinforcing.
- We need to increase communication between AM and the schools. We could probably be doing a better job of identifying talent if we worked together better.
- How can we highlight our best athletes and how they came to track so that they can serve more effectively as role models for younger athletes?
- Let's look beyond teachers and identify key community people who show an interest in developing athletes.



## **Athletics Manitoba**

**Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

### **Events and competition delivery:**

- We need to create “great events” with timely results. In order to get there, we’ll need to train a lot more people. Where will we get the people to run events?
- Entry fees for meets in Manitoba are significantly lower than across the country. The group recommended a graduated fee increase. Those fees would then help pay for “no shows”. Increased fees could help offset entry fees for athletes from under-represented groups who we are trying to attract to the sport.
- We need to remember that many officials are teachers and their May and June is incredibly busy – this is also when most of our outdoor meets are scheduled. What can we do about this?
- We need to take a closer look at the number of competitions and the imbalance between indoor and outdoor events. Too many indoor events?



## **Athletics Manitoba**

### **Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

#### **Events and competition delivery:**

- Lack of development experiences leading up to major meets
- We need to track Manitoba athletes who elsewhere to compete and we need to celebrate their accomplishments. We also need to think about what we do when they return?
- Who should be running meets? AM or clubs? Right now, we are using a hybrid model. Is that what we should be doing? Maybe we need to think about different ‘levels’ of meets run by different kinds of groups?
- Is Manitoba big enough to have clubs run all the meets? Most people thought that it wasn't.
- Why is it that we typically think of East-West competition options rather than thinking North-South? Maybe we should be exploring U.S. event opportunities more than we are doing right now?
- Let's think more about dual events and create new events that will generate interest
- Let's bring back major relay events to do the above
- Are there ways for us to increase the interaction between young athletes and MRA members? Right now, they tend to be two solitudes.



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**Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

### **What to do about officials?**

- Maybe it should be a requirement of all parents who have children competing?
- What kinds of strategies could we develop to reach out to parents better?
- Maybe we should be capitalizing on the fact that high school students need to satisfy a Phys. Ed. requirement and perhaps one option would be to do so many hours of officiating after taking a Level 1?
- Manitoba Summer Games and other big events could be opportunities for officials development. Maybe officials development needs to be built into the bid process





## **Athletics Manitoba**

**Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

### **Rural Development:**

- Do we bring rural coaches together enough?
- How do we build capacity in areas such as Brandon, Roblin, Gladstone, The Pas, Thompson, and Swan River and Carmen?
- Travelling “road shows” are good but should we build in an officiating piece as well?
- When we train teachers to run meets, we should also be trying to train officials at the same time
- Run, Jump, Throw – Should someone like Ming be doing RJT workshops or could we be using University athletes more? Maybe students could get “Co-Curricular Record” designation by doing such outreach? It would make sense to draw on a pool of university athletes for these sessions rather than using high level coaches.
- We could be using technology more to link rural coaches to develop more of a sense of community



## **Athletics Manitoba**

**Participation” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

### **Rural Development:**

- We need to develop “hubs” or centres in as many regions of the province as possible where there are already things going on and capacity is already being developed
- Top quality facilities are not necessary to generate enthusiasm among kids. You just need some imagination and ingenuity.
- Centres like Beasejour, Portage and Dauphin have new rinks with walking tracks. These could be used to develop RJT and track programs.
- We need to follow-up more on communities that are developed by the “travelling caravan”. Lots of good stuff happens during those visits but what happens when they end? More follow-up needed.
- We need to increase our connections with Aboriginal communities. If we are serious about being inclusive, we need to be reaching out to this demographic.



**Promotion & Communication:** By 2018, Athletics Manitoba will have developed and implemented an effective promotion and communication strategy.

## INCREASE AND IMPROVE AM'S WEB PRESENCE TO PROMOTE EVENTS AND INFORM MEMBERSHIP

### Develop a website strategy to:

- Build awareness of AM Events & Initiatives
- Provide consistent updates on programs (coaching, HP, officials etc)
- Promote AM Events

### Revitalize AM Website

Establish a system for analytics to inform effectiveness of website

Indicators: Traffic increase - measurable

## USE SOCIAL MEDIA TO COMMUNICATE AND PROMOTE AM'S PROGRAMS AND EVENTS

- **Develop a Social Media strategy to:** enhance and support AM's Communication priorities.
- Implement the strategy
- Establish a useful system to determine the effectiveness of social media efforts.

Indicators: Social Media connection-Followers, friends, event information delivery

## IMPROVE PARTNER AND MEMBER RELATIONS

- Establish regular email communication with clubs.
- AM Board Members, staff and key volunteers attend athletics events in the community
- Promote and provide development opportunities for AM leaders in various areas

Indicators: AGM attendance, Coaching council and BOD relationship  
Bridge Gap to all areas of athletics community

By focusing in these 3 areas we expect to:  
1) Improve social media presence 2) Increase communication with all members 3) Increase event and program information



## Athletics Manitoba

### **Promotion and Communication” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

Facilitated and Recorded by Kathy Kelly

Note: Highlighted points indicate potential quick wins or ideas that had broad appeal.

#### **Common themes:**

Website needs updating for:

- Design
- Links
- Although the internet is a dynamic and changing, the platforms change but the website needs to stay relevant to all of membership.

Need to define the intended audience/customer ( i.e. external and internal)

- Internal: All Membership: athletes/coaches/officials/parents
- External: Sport Manitoba, sponsors, potential membership – parents and athletes
- Need to define the types of required information e.g. key messages and soft but relevant information i.e. story telling
- Need to have dedicated staff or staff time to meet the need.



## Athletics Manitoba

### **Promotion and Communication” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:**

#### **Common themes:**

Job description requires this individual needs to have communication skills, knowledge of web design, able to use/understand use of social media; knowledge of sport; relevance of the information to be shared and marketing experience.

- Communication should be creative,
- More promotion – for AM but also to potential partners/stakeholders/sponsors
- Cost efficient (i.e. cheap ) resources are available for linkages/social media access/
- Tracking use important.
- Current staffing does not have a defined percentage of required time.
- Current website is information based.
- The outcome of the website should support the goals i.e. attracting partners and improve that positive experience in sharing information to members, potentials members to support the culture change
- Key messages: Communication is retention
- Communication must be relevant
- Communication supports values to build a community



## Promotion and Communication” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:

**First pillar:** Increase and improve AM web presence to promote events and inform membership

- Website is a tool.
- Agreement on the need to develop a web site strategy to build awareness to current and potential membership and initiatives.
- Outcome to increase exposure of the organization, the athletes, coaches to demonstrate the values.
- Current website has lots of information but not relevant to all membership groups.

The content of the website:

- Areas of interest for knowledge sharing/translation
- Board activities and information:
  - Post Board meeting meetings.



## Athletics Manitoba

### Promotion and Communication” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:

**Second Pillar:** Use of social media to communicate and promote AMs programs and events

- Social media is the tool/medium.
- Huge asset if used effectively and appropriately.
- It is a reality.
- It could be used a motivational tool.
- Maximum impact with minimum effort and resources. Examples
  - Facebook is for ages 30 years plus
  - Instagram
  - Twitter are for the less than 30 years of age.
    - Get a twitter account immediately
  - Team Snap
  - Trackee? (sp)
  - Flowtrack
- Can demonstrate the integrity and success in the organization and its membership.
- Leadership has a responsibility to increase exposure of AM. Leadership originates from many sources: The Board; athletes as young leaders; coaches; staff



## Athletics Manitoba

### Promotion and Communication” notes from Athletics Manitoba Stakeholder Sessions held on April 22 and 26th, 2014:

#### Third Pillar: Improve Partner and Member Relations

- Create a focus and understanding of AM to add membership experience.
- The media is a partner – how ( the medium); when and what does AM communicate to the media
- Build on existing partnerships i.e. AC etc.
- Emails should be short and concise and include links and portals to information. Gives the reader the choice.
- Board of directors attend events
- Transparent hiring practices consistent with values of the organization.
- Regular town hall meetings. These have also occurred in the past two years.
- Links to other partner sites in sharing their results, promoting their events.