



TRACK AND FIELD / ROAD RUNNING / CROSS COUNTRY

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Office Report - Part 2

Strategic Priorities Annual Review by Pillar – i.e. what was accomplished in the 2019/2020 fiscal year, highlighting the successes and challenges.

Pillar –SPORT INITIATION

Strategic Priority #1 - Develop new partnerships and engage new contacts in order to increase opportunities and access to sport.

1. A resource has been created as a tool for new and developing clubs to use. This document is a guide that includes the steps and instructions for creating/maintaining a club. It has already been extremely helpful, as we have had three different groups start the process of establishing new clubs. One of the challenges is that each club situation is different, so it can never cover all possible scenarios, and we need to establish reasonable timelines and expectations for each different required element. We want to make sure all administrative elements are in place, within a reasonable timeframe.
2. We have managed to strengthen our partnerships with the MASRC by regularly meeting with them to discuss upcoming opportunities within both organizations. This communication method has been great and has resulted in more efficient planning for all travel and outreach opportunities. A challenge that we have been noticing is that the current method of engagement with new rural communities doesn't necessarily equate to memberships or even guarantee long term program development. Discussions are ongoing about the best way to go about building sustainable community development around these sport initiatives. We hope to start by using the NAIG program to enhance coach and athlete development. It is possible that a new membership model will be required to meet the needs of these more remote communities.
3. We made some very positive connections over Summer 2019: We developed a relationship with both the Spence Neighborhood Association & the NISW Program. This has been a great opportunity for us to deliver programs to Youth in underserved Winnipeg Communities; however, the biggest challenge we've seen within this first round of new programming, is that the programs are based on a Drop-In participation model. There are strong and valid reasons for this, but it has been a challenge for our coaches to offer the level of programming they are used to and it is more challenging to make a lasting connection with the athletes and encourage them to stay involved with the sport. We need to develop a group of coaches/program leaders that understand the challenges of the drop-in format but are still able to thrive and build a successful program. We need to acknowledge the barriers to participation in these situations and try to adapt our programming to fit their needs (not the other way around).
4. Our MRA Relations are stronger and we have regular communication with their office. We are still in the process of determining exactly how to best support the Road Running community that is not exclusively linked to financial support.
5. The Board of Directors has recently established a master's committee. The next step in this process will be to recruit community members to serve on the committee, and in a similar vein to the Road Running community, find a way to support them that is not exclusively linked to financial support.
6. A challenge that has been brought forward by some within our coaching community, is that there are so many different courses required that it is often difficult to find the time to complete them all. In some instances, it has been seen as a barrier to participation as a coach. We are going to look into this concern and make sure that we are not overloading any one group of coaches. These particular training opportunities don't all need to happen at once, and it is possible that we just need to adjust how we are communicating.



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Strategic Priority #2 - Athletics MB Brand Identity development

1. Over the last year, we have begun prioritizing Brandon as the first step towards our de-centralization. Working with our connections in Brandon to lay the groundwork to develop their Athletics community. They will be hosting the MHSAA Provincial Championships in June, as well as our Tri-Province Meet in July 2019, so there is a great opportunity to develop volunteers and officials in the Region. A stumbling block that arose in the fall of 2019 was the departure of one of our well-established coaches in the region and the resulting dissolution of the club, leaving the athletes having to find support elsewhere and work with many of our Winnipeg coaches remotely. Since then, a renewed push has come from the Region to build a new club to take the place of the old, with new partners coming on board to help the process. It looks promising that what was at first devastating news, may result in the opportunity to build an even stronger and more sustainable club model for the region. Over the last year, we have also participated in a number of sport specific coach clinics in rural MB, and we have been able to take advantage of times when coaches in Wpg to provide training opportunities.
2. We completed a very thorough membership survey in 2019 that played a key role in updated our Strategic Plan. We have begun using Survey Gizmo on a regular basis to conduct ongoing post event and program related surveys. It has been a valuable tool to help us truly evaluate our programs and their perception within the community. We have not however, established a promotional plan for our programs. We have some ideas that need to be deliberated and finalized over the next year before they can be implemented. Our initial thought is to establish a quarterly newsletter or "membership report" that would also include a survey/evaluation element (whose topic would change on a rotational basis).
3. We have updated our Website content so that the General Public can see our True Sport Principles, LGBTQ+, Safe Spaces & Reconciliation Messages. Our next step will be ongoing communication and promotion of these policies and priorities at the club level and within our competition facilities.

Pillar – PERFORMANCE PATHWAY

Strategic Priority #1 - Develop and promote a truly inclusive performance culture across all event groups and disciplines (including road running and cross country).

1. We have updated our Website with a Safe Spaces & Reconciliation message, which highlights many of the important elements of the True Sport Principles. Our next step is to add additional True Sport messaging and branding across the site, and include the Responsible Coaching Pledge information and resources. We have also updated the language used throughout our sport regarding the different age classifications.
2. One of the areas where it was noted we need to improve, is in the acknowledgment of athlete accomplishments. We would like to establish a standardized way of posting new Provincial Records & acknowledging our Athlete accomplishments online. We are still brainstorming about what exactly will "work" for us, but it was a priority of the membership that we know needs to be a focus for 2020.
3. We began a statistical result tracking sheet for Athletes at the Junior/Senior National Competitions. We now need to restructure our file(s) to create a single functioning tracking sheet that contains Top 3-6-8 Placements, Medal Placements etc. This tracking has been completed sporadically in the past, and now needs to become a regular ongoing task.
4. Athletics Canada places a high priority on the recruitment and development of High Performance Para Athletes. There is also a high value placed on the participation of Para Athletes at the Canada Summer Games and as a



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result this has strongly informed our past priorities and targets. However, our biggest realisation over the past year is that we need to shift our focus and work to engage participants at the Sport Initiation level. We had some valuable opportunities over the summer of 2018 & again in 2019, with the mini-Paralympians camp & the Para-Sport Symposium. While these were great exposure for our coaches and staff it highlighted the fact that we need to do more internally to better integrate our introductory programs. The only way we are going to be able to find and/or recruit High Performance athletes, is if we start encouraging participation in the sport at all levels. We don't believe that a top-down approach will be successful, we need to start at the school level. By focusing on programs we can "control" so to speak, we hope it will encourage more participation and opportunities at that level, which will then help us be able to lobby for additional opportunities moving forward.

5. One of the challenges we've had with our Post-Collegiate athletes is their extremely busy schedules! Our initial plan was to meet with these athletes in person and learn about their lifestyles, so that we could understand what they want/need and brainstorm as a group some potential solutions. Since these initial plans have not yet begun due to lack of time, we are considering going to a digital survey. Alternatively, we may just need to be a bit more strategic with our scheduling.
4. We had been working with Pita Pit throughout the 2019 competitive season and have started building a strong relationship. Our goal moving into 2020-2021 will be to further activate this relationship and work towards a program specific sponsorship.

Strategic Priority #2 - Athletics MB Brand Identity development

1. As noted in previous section, we have been working on updating our website content & theme. This process has been ongoing since Winter 2019 and will continue into 2020.
2. We did not host a High-Performance Clinic outside of Winnipeg in 2019. However, with the number of events scheduled to take place in Brandon and Dauphin we are extremely optimistic that there will be multiple opportunities throughout 2020.
3. Our membership survey was successful and included a number of questions relating to our Performance Pathway athlete program. We were also able to engage in an additional in-person conversation about the program with a number of our coaches. General consensus was positive, but there were some modifications suggested that will be worked into the updated 2020 program.
4. As noted in a previous section we have not established a true communications plan for our programs. We have some ideas that need to be deliberated and finalized over the next year before they can be implemented. Our initial thought is to establish a quarterly newsletter or "membership report" that would also include a survey/evaluation element (whose topic would change on a rotational basis).

Pillar – TECHNICAL LEADERSHIP

Strategic Priority #1 - Foster a community of technical experts that value professional development through teamwork and collaboration.

1. Our Coaching Pathway has been updated online with visual representations in accordance with Athletics Canada's NCCP Model. There is still some communication that needs to be distributed to our coaches to make sure they fully understand the requirements.
2. We have implemented a volunteer tracking system that allows for our local club volunteers to track their hours at each meet. Since starting this system, we have noticed a recurring group of volunteers at each meet. We have



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also been working with our clubs to figure out methods of recruiting & training new volunteers. This fall we hosted a successful and well received Volunteer Orientation Evening. It was a great introduction for some new parents, and it was an opportunity to talk to them about officiating as well. We plan to run this event again next year. We also intend to run an additional spring session prior to the start of the outdoor season, and we absolutely need to run some sessions in the West Region in preparation for numerous summer events.

3. We have also been working with the MASRC to recruit volunteers for local meets, and we recently renewed our Volunteer MB account.
4. We arranged a specific Club Coach-Endurance Training course in the Spring of 2019. This course was arranged so that the coaches within the Road Running community could attend the course, as it was noted at the Board level that this was something of interest. Unfortunately, the course didn't have the response that we were expecting, and registration numbers were quite low. Going forward, we are looking at different ways of marketing the training. We think there may be increased participation if the course is geared towards athletes. It just so happens that Triathlon MB will be hosting an event in February with this similar model. They are bringing in a presenter that has a strong running background, so we are hoping to promote their event to our Road Running contacts.
5. We have renewed and updated our Volunteer MB account, but we still need to create a job posting for Officials. We also need to spend more time learning about the different services offered and assess what else we can do to attract new people to our sport.
6. The Officials committee had determined that they don't really want more people on the committee, but rather just adjust the roles and responsibilities for the pre-existing committee members. There was an annual budget established for officials training, travel and appreciation.
7. We hosted a Coaches "round table" event in the Spring of 2019. The biggest challenge that we noticed was that the time of year that this event was hosted posed an issue for many of our coaches. Many were interested in attending, but were caught up in other coaching obligations. We are looking to change the time of the year that we host the next round table event, it is likely that Fall is a better target.

Strategic Priority #2 - Athletics MB Brand Identity development

1. We still find it challenging to promote the true value of taking out an Athletics Manitoba Membership. We need to be able to better summarize why our Membership is valuable and promote that to new future members. Right now, it is likely that our best opportunity for growth in membership is through the Masters age category, so we need to start planning and marketing with them in mind.
2. As noted in previous sections, we have been working on updating our website content & theme. The messaging around of values and priorities has been updated and the rest of this process will continue into 2020.
3. We continue to work to make sure our coaches are getting their appropriate training and certifications; this is being done through education at clinics & by information sharing meetings. A challenge for us is that we are trying to reach our School Coaches; we would like our school based coaches to become more engaged in our community as a whole, and we are looking to update the school membership/registration system to better capture the number of active coaches in each school. We always have a key contact person at the school, but sometimes the name listed is primarily an administrator and we don't always have record of the true number of coaches working within each program.



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Pillar – ORGANIZATIONAL EFFECTIVENESS

Strategic Priority #1 - Diversify funding sources through new sponsorship and fundraising initiatives

1. We have started the process of staff portfolio review and have successfully updated the Programs Manager Job Description. We are still in the process of reviewing and updating the Office Manager job description.
2. We have updated our information online:
 - i. We have a new website template that we have been in the process of updating and revamping.
 - ii. One of the challenges that has been identified over the past year, is that our membership does not see branding as being a high priority for the association, however they did identify the desire and need for additional funding sources. The disconnect between these two priorities shows that there is a lack of understanding of the process required to obtain new funding dollars. This means that communication around staff job descriptions, portfolios and responsibilities needs to be clear, and that there will likely need to be additional communication to the community around how/where we access new funding support. (And the amount of time/energy required to do so).
3. Fundraising Task Force: A major challenge that we faced was that the April 2019 Fundraising event did not become the event that we were initially hoping for. There were scheduling issues with the venue & this resulted in a full restructuring of the event. We had to shift from the original vision of a competition fundraiser, to a simple Jumps clinic for new athletes. The event was positive and very well received, however it was not a fundraiser.
4. The biggest challenge with the Sponsorship Task Force is that we had unrealistic expectations for our timelines. There was a substantial amount of other work that needed to be completed before we could be ready to tackle this initiative. We will need push back our times lines so that our goals are more attainable in the coming years.
5. Right now, the focus for funding needs to be the completion of the Canada Summer Games Legacy Grant (Display Board Fundraising campaign) and the completion of a Para-Sport Fund application.

Strategic Priority #2 - Optimize the process through which board and office staff work together.

1. At the end of 2019, 3 committees were identified as priorities by the Board; Masters Committee, Awards Committee, & a Governance Committee. This also served as the first step toward building the Board portfolios as we have identified 1 Board representative who was interested in each area and willing to sit on the committee. The next steps over the coming year will be to update and finalize the terms of reference and recruit other members from the Athletics community (outside of the Board) to fill the rest of the positions within each committee. In the past, all Committees of the Athletics Manitoba Board were populated solely by the existing members of the Board. This was not an efficient method with not enough work getting completed. By engaging our other members in these committees, we hope it will help drive projects and act as a way for members to contribute to the Organization.
2. A Board Resource/Welcome package is in development and is 80% ready to be distributed.
3. We have not yet begun work on establishing term limits, there was too much work related to Policy updates that needed to take priority this year.



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4. We have started to update our internal personnel policies, contracts and staff development/training plans. Over the coming year one of the key priorities for the President and Treasurer will be to establish a framework for performance evaluations and build a salary model/chart for each staff position. It is not possible to build annual raises into the budget, but the goal is to establish a process for assessment and the framework for potential raises, if and when appropriate.

5. This year we were able to replace a few chairs and a desk in the office. We have as of yet, not tackled a long-term technology replacement schedule. We will need to discuss with the Board and the community and determine whether a small portion of the funds from the Equipment Levy can be put towards this on a 4-5 year rotational basis.