



# **Canadian Orienteering Federation**

## **Strategic Plan Draft 3 August 2009**

## Introduction

The Canadian Orienteering Federation is recognized by the International Orienteering Federation (COF) as the National Governing Body for orienteering in Canada.

The COF is a non-profit organization with current provincial/territorial association members and a number of member clubs. The Federation's programs are supported by membership dues, event levies and tax-deductible contributions.

The COF is a volunteer organization. The officers, Board of Directors, committee members, and working groups are made up of COF members offering their time, energy, and expertise to promote the sport of orienteering and to make the COF function as effectively as possible.

The COF is empowered by its members to govern the sport of orienteering in Canada and to develop the sport by all means open to it. It is committed to delivering value to its members in the key areas of:

- governing the sport;
- enhancing individual's competencies;
- encouraging competition;
- leading the sport in international competition;
- promoting the sport; and
- providing services to individual members.

The strategic plan for the Canadian Orienteering Federation is built on 5 core strategies that combined form the strategic framework for the COF to continue to mature and be able to realize its vision and deliver on its mission.

The 5 core strategies are as follows:

1. Growing the Membership - Grassroots Development.
2. High Performance Development
3. Building Organizational Capacity
4. Developing Strategic Partnerships
5. Building Profile and Communication

## COF Vision

**Our vision:** Orienteering: An exciting and challenging outdoor adventure sport. A true sport for life. And a stimulating blend of mental and physical challenge.

The Canadian Orienteering Federation is a dynamic sporting organization which organizes and develops orienteering for the betterment of the sport and its participants. Orienteering is enjoyed, as a recreational activity and a high performance sporting activity promoting health and fitness, by all age groups and abilities.

- Orienteering is accepted in the sport community as a viable sport and is promoted as a life-long activity
- Orienteering inspires people to achieve their full potential

## COF Mission

**Our mission:** The Canadian Orienteering Federation's mission is to provide and manage services and programs for the Canadian Orienteering community and to furnish opportunities for every individual to reach his or her potential at all levels of participation in orienteering.

We will achieve this through the following:

- Promoting and providing positive and diverse orienteering experiences through the delivery of comprehensive quality programs
- Promoting orienteering for education, personal development and environmental enthusiasts
- Directing High Performance programs in the pursuit of international excellence
- Guiding and/or partnering in the development of orienteering programs of a national scope at all levels

## COF Goals

1. Canada in the top 10 nations within 10 years.  
*(select this goal with more input from High Performance Committee)*
2. To double the number of active orienteers by 2015.  
*(need to better define this – more members or more participants in general?)*
3. To develop a progressive and organized plan at all levels for athletes, coaches and officials.
4. To increase organizational capacity through increasing the number of volunteers and to double the size of the annual budget.
5. To increase the number of orienteering clubs and/or Provincial/Territorial Orienteering Associations (PTOAs) in Canada by 2015.

## COF Values

Over the years certain values and characteristics have become associated with orienteering, a set of noble principles which the COF upholds:

1. EXCELLENCE - We believe in the right of all people to pursue their personal levels of excellence.
2. ENJOYMENT - We believe in the sport of orienteering being enjoyable.
3. FAIRNESS - We believe in fairness on and off the course, as characterized by equality, integrity and trust.
4. RESPECT - We believe in free and open communication and respect for the views, roles and contribution of all.
5. LEADERSHIP - We believe that those who participate in orienteering have a responsibility to teach and apply the values of the COF, involving others in the orienteering experience and inspiring and empowering them to reach their potential.
6. INCLUSIVENESS - We believe that orienteering should encourage the participation of all segments of the community.
7. ENVIRONMENTAL STEWARDSHIP – We believe that everything we do in orienteering will be done with a conscious effort to minimize our impact on the environment. This will apply not only at events to preserve the natural environment and make future land access more likely, but will also be a factor in the design of our competitive program and in all other activities.

The Canadian Orienteering Federation focuses its operations within the following core business parameters or core strategies:

## **Strategic Priority #1: Growing the Membership - Grassroots Development**

### **Objective:**

To increase the number of orienteering participants by providing recreational opportunities for participation and by effectively marketing the value of participating in orienteering and becoming a member of a provincial or territorial association or club.

### **Measurement:**

- ❖ increased number and diversity of recreational participants
- ❖ development and implementation of a Long Term Athlete Development Model (LTAD) for orienteering with LTAD principles integrated in all programs and services
- ❖ increased ability to communicate with all participants in the sport

### **Key Strategies:**

1. help to co-ordinate programs through greater information sharing regarding grassroots and junior development programs
2. develop a national data base of all registered participants to enable effective communication
3. develop operational strategy and policies outlining responsibility for participant development
4. develop an orienteering-specific Long Term Athlete Development Model that ensures a coordinated multi-year training and competition program
5. develop generic promotional materials to be used nationally to attract participants to the sport
6. increase programming and participation in ski, mountain bike and trail orienteering in Canada
7. implement consistent, frequent and quality coaching and officials training
8. increase number of orienteering clubs in Canada
9. develop program materials for teachers/group leaders/cadets etc to introduce participants to orienteering

## **Strategic Priority #2: High Performance Development**

### **Objective:**

To implement a sustainable, reliable program focused on performance excellence.

### **Measurement:**

- ❖ increased number of top 10 performances in international competitions  
*(reword this goal as appropriate with input from High Performance Committee)*
- ❖ increased number of competitive athletes
- ❖ existence of quality programs and services for high performance athletes

### **Key Strategies:**

1. develop an orienteering-specific Long Term Athlete Development Model that ensures a coordinated multi-year training and competition program
2. provide focused national and international competition and training opportunities for international competitors
3. identify and support up and coming national and international athletes
4. provide increased access to sport science services for high performance athletes
5. develop high performance coaches
6. support increased fund-raising initiatives for the high performance programs
7. implement consistent, frequent and quality coaching and officials training

## **Strategic Priority #3: Building Organizational Capacity**

### **Objective:**

To create a results-driven organization with a strong governance structure that is recognized for its leadership and organizational excellence.

### **Measurement:**

- ❖ full board membership with increased diversity of membership.
- ❖ development of board policies and governance practices.
- ❖ increase in financial support and sponsorships
- ❖ annual increase in budget
- ❖ influence decisions at the international level of the sport

### **Key Strategies:**

1. implement a strategic plan and develop annual strategic planning process
2. develop an effective Board structure which attracts and retains quality board members and provide those Board members with relevant training and development opportunities
3. develop governance and administrative policies including financial policies
4. develop and implement a resource development strategy to increase revenues to support the activities of the organization
5. develop coordinated plan to access funding from Sport Canada
6. participate in the International Orienteering Federation's decision making processes

## **Strategic Priority #4: Developing Strategic Partnerships**

### **Objective:**

To develop collaborations that maximize opportunities for orienteering in Canada.

### **Measurement:**

- ❖ increased number of strategic partners

### **Key Strategies:**

1. develop strategies to maximize media exposure, increase awareness and ensure the delivery of positive messaging
2. strengthen relationships with potential funders and supporters
3. develop partnerships with organizations and agencies which can deliver orienteering programs consistent with the Long Term Athlete Development Model
4. develop program materials for teachers/group leaders/cadets etc to introduce participants to orienteering  
*(repeat from #3?)*



## **Strategic Priority #5: Building Profile and Communication**

### **Objective:**

To create a clear profile and brand for the Canadian Orienteering Federation which enhances the image of the sport.

### **Measurement:**

- ❖ the COF brand is clearly defined and recognized by stakeholders and others
- ❖ a communication plan is developed and implemented including key audiences and messages.
- ❖ COF participant base is increased

### **Key Strategies:**

1. develop a communications plan for key stakeholders, members and other supporters
2. develop and implement a plan for the positioning of the COF both within the orienteering community and within the Canadian sport community
3. develop promotional and marketing materials to target existing and potential participants
4. develop public awareness program to increase awareness and understanding of the sport and the COF