



**CANADIAN INTERSCHOLASTIC
ATHLETIC ADMINISTRATORS ASSOCIATION**

STRATEGIC PLAN 2020 - 2024

VISION

The CIAAA champions Athletic Administrators as the professional leaders of school sport across Canada.

MISSION

The CIAAA promotes educational athletics through the professional development of athletic administrators with a focus on character and leadership. Our goal is to support schools in building positive athletic environments that enhance the learning experience for all students.

OVERVIEW

In November 2017, the CIAAA Board of Directors identified the need for a new strategic plan and set it out as a priority in the next budgeting cycle. The 2018-19 annual plan included time and funds for engaging a strategic planning consultant and a committee of CIAAA stakeholders in a thorough planning process. We are proud and thankful to have had over 250 contributors during this process.

Why engage in strategic planning?

A strategic plan should guide an organization's decision making for allocating resources such as time and money. Key initiatives identified in the strategic plan should define a clear organizational path. They should also be the basis for prioritizing new ideas that arise, ensuring those new ideas fit appropriately into the framework of the existing plan.

The strategic plan is a living document. It provides the basis for decision making over the coming years, and will consistently be referred to by the Board of Directors and staff. It will also evolve over time with the growth of the CIAAA.

PLANNING PROCESS

- 1** Focus groups discussed key topics at the 2019 National Athletic Directors Conference in Canmore, AB (appx. 85 participants).
- 2** Athletic Directors from across Canada were surveyed in May/June 2019 to highlight their view of our top strengths and greatest areas for growth & improvement (159 respondents from 7 provinces).
- 3** Pre-planning SWOT analysis & visioning activities (17 participants).
- 4** Strategic Planning retreat over the 2019 Canada Day long weekend to identify draft strategic plan elements.
- 5** Thorough review & revision to complete our strategic plan, CIAAA 2020-2024.

Thank you to all who participated in any phase, including Sandra Marin who facilitated the process. We are proud to acknowledge the 12-person planning committee:

Jordan Abney - Board Member
Heather Bartling - Awards Committee
Scott Bezubiak - President
Kate Greabeiel - LTP Instructor
Kelle Hansen - LTP Coordinator
Drew Hanson - Executive Director

Shannon Key - Member at Large
Lyle McKellar - Board Member
John Paton - Treasurer
Troy Snider - Board Member
Krista Walden - Conference Committee
Ken Zelez - Board Member

BUILDING BLOCKS

CIAAA 2020-2024 identifies four key perspectives for planning and addresses key issues. The outcome is a balanced approach where growth within each perspective supports, and is supported by, the others.

MEMBERSHIP

To maximize membership engagement, growth, and retention.

FINANCES

To ensure long-term financial stability and funding sources.

PROCESSES

To maintain the highest standards of professionalism and quality in all we do.

CAPACITY

To ensure organizational capacity matches and supports all internal processes

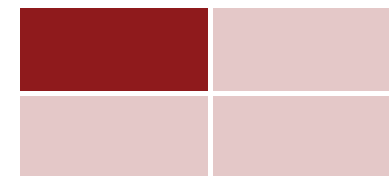
SUMMARY

PERSPECTIVES	KEY INITIATIVES	TIMELINE
MEMBERSHIP	Provide clear direction on activating membership, accessing Resource Bank	Fall 2019, Annually
	Highlight member benefits in deliveries	February 2020, Updated Annually
	Create online discussion forum for AD's	September 2020
	Increase the % of members taking LTC's	2020-2021 School Year
	Create course/resource for 1 st Year AD's	June 2021
	AD role recognized as Leadership Position	June 2024
FINANCES	Create corporate sponsorship program	April 2020
	Partner with at least one new provincial association	September 2021
	Presentations to community sport organizations	Fall 2021
	Reduce dependency on non-core funding	September 2024

SUMMARY

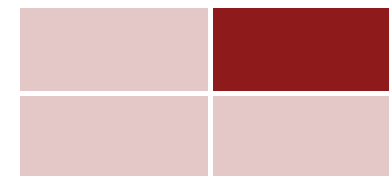
PERSPECTIVES	KEY INITIATIVES	TIMELINE
PROCESSES	Formalize LTC development/review model	Annually in September
	Review/revise CRAA & CCAA Certification	April 2020
	Update governance structure	June 2020
	Rebuild CIAAA website	July 2020
	Identify & populate necessary committees	June 2021
	Explore new marketing opportunities	September 2021
CAPACITY	Inventory all presenters & identify needs	February 2020
	Contract staff assistant for busy periods	Spring 2020
	Create document: "Presenter Development"	June 2020
	Board to include non-AD member(s)	Spring 2021

MEMBERSHIP



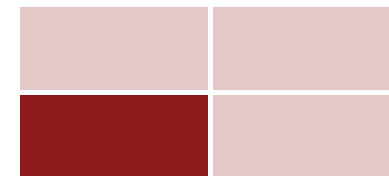
KEY INITIATIVES	EXECUTION	TIMELINE & PERSONNEL
Provide clear direction on activating membership, accessing Resource Bank	<ul style="list-style-type: none"> • Activation code posted to Provincial registration systems • Consider early-activation benefits in future 	Fall 2019, Ongoing Executive Director
Highlight member benefits in deliveries	<ul style="list-style-type: none"> • Add slide to all workshop/LTC deliveries • Member benefits table at NADC 	February 2020, Updated Annually Executive Director
Create online discussion forum for AD's	<ul style="list-style-type: none"> • New Committee to moderate/contribute • Technology for easy member access 	September 2020 Executive Director, Committee
Increase the % of members taking LTC's	<ul style="list-style-type: none"> • Provincial commitments to deliveries 	2020-2021 School Year Executive Director, Provincial ED's
	<ul style="list-style-type: none"> • Explore online click-through courses 	September 2021 Executive Director, LTP Coordinator
Create course/resource for 1st Year AD's	<ul style="list-style-type: none"> • 30-minute course or "boot camp" • AD-checklist 	June 2021 Executive Director, New Committee
AD role recognized as Leadership Position	<ul style="list-style-type: none"> • New Ambassadors Committee • CIAAA recommended AD job-description 	Executive Director, Committee December 2020
	<ul style="list-style-type: none"> • Develop marketing plan for Gov't, Admin 	June 2021
	<ul style="list-style-type: none"> • Pursue consistent presentations to above 	September 2021 - June 2024

FINANCES



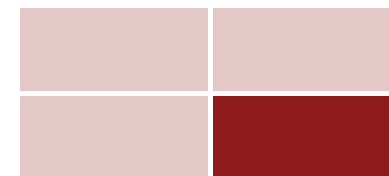
KEY INITIATIVES	EXECUTION	TIMELINE & PERSONNEL
Create corporate sponsorship program	<ul style="list-style-type: none">• Proposal with various levels of partnership• Highlight geographic/membership strength	April 2020 Provincial ED's, President
Partner with at least one new provincial association	<ul style="list-style-type: none">• Proposal based on new partnership with BCSS, in conjunction with Provincial ED• Present to provincial boards, larger leadership group, AGM	2019-2020 School Year Completed by September 2021 Executive Director
Presentations to community sport organizations	<ul style="list-style-type: none">• Presentations to parents• Presentations to coaches• Presentations to Boards and ED's	Trials - 2020-2021 School Year Paid Presentations - Fall 2021 Executive Director, President
Reduce dependency on non-core funding	<ul style="list-style-type: none">• New provincial partnerships• Establish programming revenue as a reliable source of funding• Pursue grants and other core-funding	September 2024 Executive Director, Board

PROCESSES



KEY INITIATIVES	EXECUTION	TIMELINE & PERSONNEL
Formalize LTC development/review model	<ul style="list-style-type: none"> Update all LTC's to new Slides formatting 	April 2020 Executive Director
	<ul style="list-style-type: none"> Set 2-3 year course development, review priority calendar 	Annually in September Executive Director, LTP Coordinator
Review/revise CRAA & CCAA Certification	<ul style="list-style-type: none"> New Certification Committee Align with CIAAA priorities, as per CMAA 	April 2020 Certification Committee
Update governance structure	<ul style="list-style-type: none"> Bylaw review addressing board succession Consistent, defined meeting scheduling Attach AGM to National Conference (2021) 	June 2020 Executive Director, Board, Legal
Rebuild CIAAA website	<ul style="list-style-type: none"> Include course schedule, dates calendar Improve sections highlighting membership Continue to address Resource Bank to-do's 	July 2020 Executive Director
Identify & populate necessary committees	<ul style="list-style-type: none"> As needed, on an ongoing basis 	June 2021 Executive Director, Board
Explore new marketing opportunities	<ul style="list-style-type: none"> Review, overhaul of social media strategy How-to videos, other new approaches 	September 2021 Executive Director

CAPACITY



KEY INITIATIVES	EXECUTION	TIMELINE & PERSONNEL
Inventory all presenters & identify needs	<ul style="list-style-type: none">• Identify current workshop, LTC presenters• Highlight geographic, content gaps	February 2020 Executive Director, President
Contract staff assistant for busy periods	<ul style="list-style-type: none">• Support for administrative tasks• Particularly around major events	Spring 2020 Executive Director, ASAA ED
Create document: “Presenter Development”	<ul style="list-style-type: none">• Clear, defined process for pathway from ‘interested in presenting’ to LTC lead instructor• Concentrated effort to develop local/regional instructors across member provinces	June 2020 Executive Director, President, LTP Coordinator
Board to include non-AD members	<ul style="list-style-type: none">• Add “Become Involved” section to website, outlining roles on committees, board• Expand board to add varied experience, desired alternative skillsets	Spring 2021 Executive Director, Board

