



ROPE SKIPPING ALBERTA 2019-2023 STRATEGIC PLAN



THIS IS ROPE SKIPPING



Fun. Fitness. Performance. Achievement. Community.

Rope Skipping is unlike any other sport in its ability to seamlessly integrate all five of these elements into its most basic skill - the singular skip over a rope.

Adaptable to almost any environment and highly affordable, the sport of Rope Skipping has evolved from school programs to Jump Rope for Heart demonstration teams to competitive clubs without losing its roots in the education system and as a health-focused physical activity.

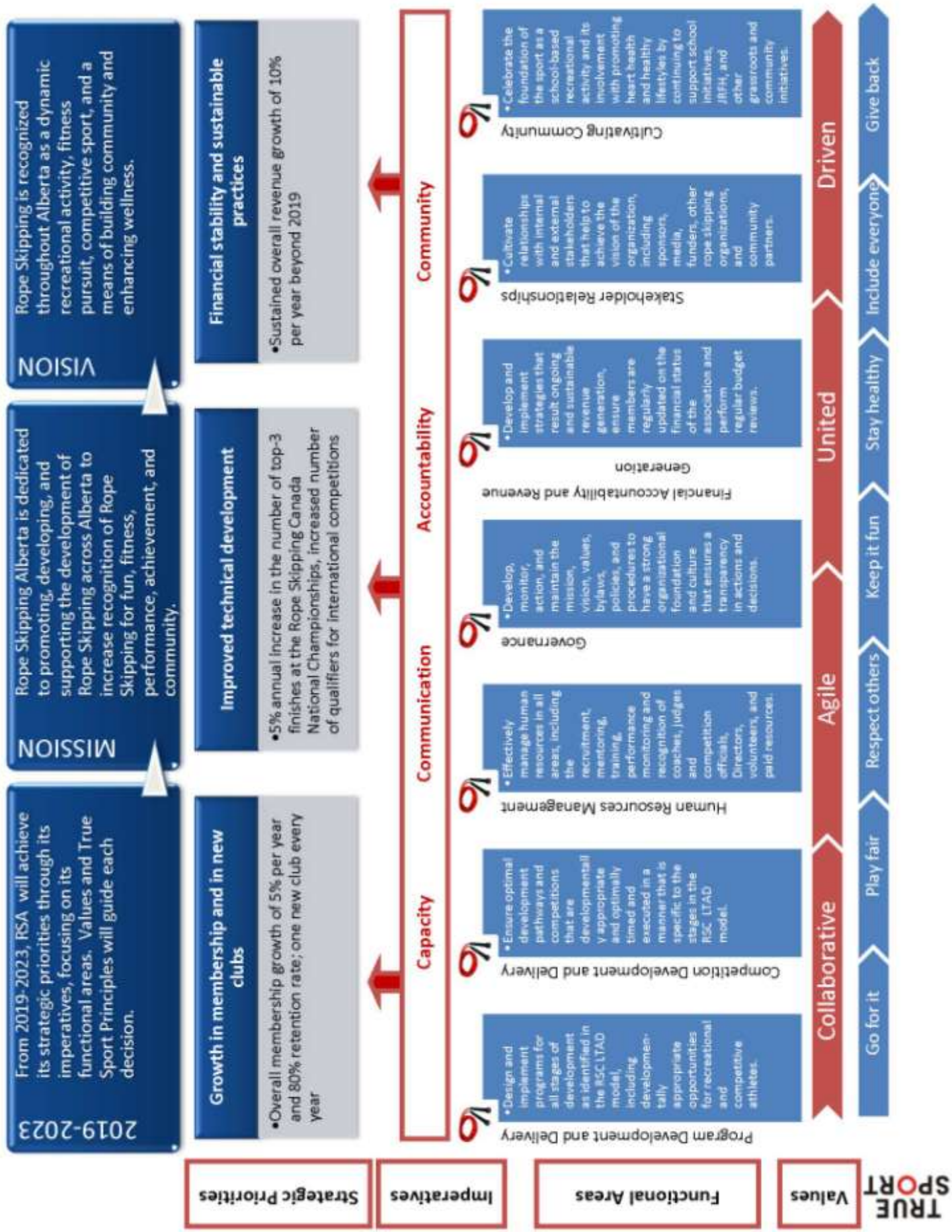


Rope Skipping Alberta celebrates its 30th anniversary in 2019. The organization has been increasing its capacity to deliver quality programs and competition experiences. Over the past few years, Rope Skipping Alberta has formalized its business plan and budgeting processes, updated its bylaws, improved member communications, and continued the debate around whether Rope Skipping should be considered a sport or recreational activity. The outcome? It's both, and much more. It builds community, is an optimal cross-training activity, and most importantly, is fun for participants of all ages and development stages.

The 2019-2023 Rope Skipping Alberta Strategic Plan embraces all elements of skipping: fun, fitness, performance, achievement and community. The adoption of True Sport Principles in 2018 provided the foundation needed to define the uniqueness of the sport in Alberta, and augmented the commitment of Rope Skipping Alberta to providing quality sport opportunities to its members.

Over the next four years, every decision made by Rope Skipping Alberta will be focused on achieving the three strategic priorities identified in the 2019-2023 Strategic Plan. Our success will be guided by our commitment to our key values.

We are collaborative. We are agile. We are united. We are driven.



STRATEGIC PRIORITIES

What are the goals?

1. Growth in membership and in new clubs.
2. Improved technical development.
3. Financial stability and sustainable practices.

How are we going to achieve them?

1. Increase membership numbers and retention rate, and develop new clubs.
2. Improve performance of Alberta athletes nationally and internationally.
3. Achieve financial growth through innovation and deliberate integration of sustainable practices.

What are the targets?

1. Overall membership growth of 5% per year and 80% retention rate; one new club every year.
2. 5% annual increase in the number of top-3 finishes at the Rope Skipping Canada National Championships, increased number of qualifiers for international competitions.
3. Sustained overall revenue growth of 10% per year beyond 2019.



IMPERATIVES

Success in the three strategic priorities will be achieved through four imperatives:

1. **Capacity:** RSA will be innovative in its approaches to develop and deliver enhanced capacity, seeking to leverage community partnerships, integrate technology and maximize human and financial resources.
2. **Communication:** RSA will strengthen internal communications and increase external communications to future athletes, coaches, volunteers, sponsors, and funders, as well as to other community partners and rope skipping associations.
3. **Accountability:** We will report our progress and achievement semi-annually to members to track progress towards each of the three strategic priorities.
4. **Community:** We will reach out to the broader sport, education, and health communities across Alberta and rope skipping community across Canada to promote growth in all regions of the province, while recognizing the essential contributions RSA can make to other community associations outside of sport



VISION, MISSION, AND VALUES

Vision

Rope Skipping is recognized throughout Alberta as a dynamic recreational activity, fitness pursuit, competitive sport, and a means of building community and enhancing wellness.

Mission

Rope Skipping Alberta is dedicated to promoting, developing, and supporting the development of Rope Skipping across Alberta to increase recognition of Rope Skipping for fun, fitness, performance, achievement, and community.



Principles & Values

Rope Skipping Alberta is a proud member of True Sport and actively promotes and integrates [True Sport Principles](#).



The following values are integral to the operations and governance of Rope Skipping Alberta:

- Driven:** RSA is focused and bold in its pursuit of excellence, setting high standards that are only achievable through a collective commitment to continuous improvement.
- Agile:** RSA is nimble, flexible, and responsive to changes, empowering quick decisions to be made without bureaucracy.
- United:** RSA provides dynamic leadership enabling the development of the sport towards shared visions, being respectful and inclusive of all.
- Collaborative:** RSA celebrates its community roots and recognizes the importance of giving back and working collectively with other community partners to achieve common visions.

FUNCTIONS

Alberta's athletes require support from an effective provincial organization, with the focus on the following seven functional areas:

1. **Program Development and Delivery:** Design and implement programs for all stages of development as identified in the Rope Skipping Canada Long-Term Athlete Development model, including developmentally appropriate opportunities for recreational and competitive athletes.
2. **Competition Development and Delivery:** Ensure optimal development pathways and competitions that are developmentally appropriate and optimally timed and executed in a manner that is specific to the stages in the Rope Skipping Canada Long-Term Athlete Development model.
3. **Human Resources Management:** Effectively manage human resources in all areas, including the recruitment, mentoring, training, performance monitoring and recognition of coaches, judges and competition officials, Directors, volunteers, and paid resources.
4. **Governance:** Develop, monitor, action, and maintain the mission, vision, values, bylaws, policies, and procedures to have a strong organizational foundation and culture that ensures a transparency in actions and decisions.
5. **Financial Accountability and Revenue Generation:** Develop and implement strategies that result ongoing and sustainable revenue generation, ensure members are regularly updated on the financial status of the association and perform regular budget reviews.
6. **Stakeholder Relationships:** Cultivate relationships with internal and external stakeholders that help to achieve the vision of the organization, including sponsors, media, funders, other rope skipping organizations, and community partners.
7. **Cultivating Community:** Celebrate the foundation of the sport as a school-based recreational activity and its involvement with promoting heart health and healthy lifestyles by continuing to support school initiatives, Jump Rope for Heart, and other grassroots and community initiatives. Develop strategies to leverage these key opportunities to market the sport and encourage children and youth to participate for fun and fitness.



1. PROGRAM DEVELOPMENT AND DELIVERY

Program Development and Delivery focuses on designing and implementing of quality programs for all stages of development identified in the Rope Skipping Canada Long-Term Athlete Development (LTAD) model, including developmentally appropriate opportunities for recreational and competitive athletes.

- 1.1 Opportunities are designed and implemented in alignment with the LTAD model for all stages of development.
 - a. A school club development program is introduced.
 - b. RSA Skipping Summit continues to evolve.
 - c. Club-based competitions or challenges are explored.
 - d. An Active for Life / Competitive for Life program is piloted and launched.
 - e. Opportunities for athletes with physical and/or intellectual disabilities piloted.
- 1.2 Support development of clubs across all regions of the province in order to see representation of athletes at all levels relative to club membership distribution.
 - a. Monitor representation of club athletes and membership numbers.
 - b. Support clubs with low representation to address membership and development gaps.
 - c. Provide extra coaching support for clubs identified with proportionately low representation.
 - d. The start-up of new clubs is supported in a cost-effective and responsible manner.
- 1.3 RSA will develop and support clubs and their membership throughout Alberta to create a strong, enduring club structure with a healthy membership, contributing to a province-wide community of athletes.
 - a. Research and share promising practices in effective club operations.
 - b. Develop a strategy for the launch of Club Excellence or similar initiative to support effective club governance.



2. COMPETITION DEVELOPMENT AND DELIVERY

- 2.1 Increase the number of Alberta athletes/teams achieving podium and Grand Champion titles at national championships.
- a. Provide support for athletes qualifying for national championships.
 - b. Ensure Alberta athletes have access to experienced coaching leading up to and at national championships.
 - c. Increase the quality of provincial championships experience in preparation for national championships.
 - d. Review the competition schedule and opportunities to ensure proper periodization for national championships.
- 2.2 Provide clear direction on development pathways, provincial team selection criteria, international opportunities, and funding opportunities.
- a. Establish and communicate criteria for athletes representing Alberta at the Rope Skipping Canada National Championships.
 - b. Provide development pathway guidelines for clubs, coaches and parents that define both recreational and high performance options.
 - c. Provide direction on young athlete motivation for clubs and club coaches.
 - d. Provide education on appropriate athlete development in alignment with the Long-Term Athlete Development model.
- 2.3 Ensure athletes participate in meaningful competitions within Alberta.
- a. Analyze previous and ongoing competition results to assess levels of competitiveness within Alberta and within Canada.
 - b. Conduct a comprehensive competition review to ensure proper periodization occurs through timely competitions.
 - c. Pilot opportunities for less structured interclub and/or regional that align with developmental needs.
 - d. Research and integrate technologies at competitions to improve quality of competitions.
 - e. Explore opportunities for participation in multi-sport competitions.
 - f. Pilot rule modifications to ensure meaningful competition at all levels of the Long-Term Athlete Development model.
 - g. Opportunities for athletes with physical and/or intellectual disabilities piloted.



3. HUMAN RESOURCES MANAGEMENT

3.1 Increase the knowledge and skill level of coaches.

- a. Offering workshops and seminars for coaches, including organizing NCCP courses.
- b. Education on matters specific to effective training of athletes.
- c. Provision of in-person technical support.
- d. Offering video analysis training and support.
- e. Developing opportunities for mentoring and learning from high level coaches and sport/subject experts.

3.2 Increase the number of new coaches and coach retention within clubs.

- a. Monitor number of coaches and demographics each season.
- b. Assist clubs in identifying and recruiting coaches.
- c. Develop a mentorship structure for new and experienced coaches.
- d. Provide parent coaches and senior athletes with a knowledge base to equip them as assistant coaches or program assistants.
- e. Work with clubs to devise and implement strategies for recruitment and retention of coaches.
- f. Develop and implement a coaching recognition strategy.



3.3 Ensure competitions are run fairly and efficiently through the development of officials at all levels in their recruitment, education, and certification, and opportunities for advancement.

- a. Track judges and competition officials and qualifications at each club.
- b. Work with clubs to devise and implement strategies for recruitment and retention of competition officials.
- c. Create and implement a process for ensuring continuing education and evaluation of competition judges and officials.
- d. Develop standards of judging development and excellence.
- e. Develop a recognition strategy for competition officials.

- 3.4 Recruit, retain and develop volunteers to ensure long-term viability and succession planning at the club, committees, and Board of Directors levels.
- Generate participation from every club in RSA events and committees.
 - Generate participation from every club at RSA AGM.
 - Keep volunteers informed and involved in a meaningful way with defined expectations.
 - Recognize and salute the contributions of volunteers.
 - Recruit, screen and develop RSA volunteers.
 - Evaluate the performance of RSA volunteers.
- 3.5 Contract employees to increase the capacity of RSA to serve its membership.
- Research opportunities for support grants and internships that could provide RSA with valuable support.
 - Explore contracts to allow for hiring of individuals to support operations, projects and initiatives.
 - Seek opportunities to establish a provincial office.



4. GOVERNANCE

- 4.1 A competency-based Board of Directors ensures effective governance practices.
- a. Annual assessments occur to identify to competencies needed to complement the skills of existing Directors.
 - b. Competency-based recruitment occurs to ensure required skills are present on the Board of Directors to support it in achieving short-term priorities.
 - c. Bylaws are reviewed annually to ensure an optimal governance structure exists.
 - d. Policies are developed and communicated to provide guidance to the Board and ensure alignment of decision-making with its vision, mission, and values.
- 4.2 RSA's plans, priorities, and initiatives are communicated to the membership and externally.
- a. A website and social media strategy is maintained to communicate information generally available to the public, clubs and members.
 - b. There is increasing media awareness and monitoring media coverage of Rope Skipping in Alberta.
 - c. Communications facilitate the collaboration with clubs, Rope Skipping Canada, and Alberta Rope Skipping Foundation around media and marketing.
 - d. The successes of Alberta athletes and other members are celebrated in their local communities and provincially.



5. FINANCIAL ACCOUNTABILITY AND REVENUE GENERATION

- 5.1 Revenue generation opportunities are actively pursued.
- a. Individuals with skills in sponsorship are actively involved in the creation and launch of a sponsorship program.
 - b. Grant opportunities are actively pursued for key initiatives and operations.
 - c. Membership fees are reviewed as a component of budgeting to balance membership value with sustainability.
 - d. Competition levies / capitation fees are reviewed to ensure they are reflective of actual competition hosting costs.
 - e. Cost recovery fees are explored for initiatives.
 - f. Investment opportunities are explored.
- 5.2 Fiscally responsible practices are used by the Board of Directors in the approval of annual budgets.
- a. The expenditure of casino funds are rigorously monitored against approved use of proceeds.
 - b. Capital expense purchases are reviewed for alignment with capital purchase policies.
 - c. Realistic practices are employed to reflect actual revenues and expenses projected.
- 5.3 Members are able to access approved financial policies and documents.
- a. Treasurer presents comprehensive reports at Annual General Meetings.
 - b. Recommendations for external review of financials developed and presented to members based on practices of similar organizations.
 - c. A Finance Committee is active in developing finance policies for review.



6. STAKEHOLDER RELATIONSHIPS

- 6.1 Relationship is cultivated with Alberta Sport Connection.
 - a. RSA submits application for eligibility for funding under Alberta Sport Connection's Association Development Program.
 - b. Alignment of RSA priorities with the Alberta Sport Plan.
- 6.2 Rope Skipping Alberta seeks integration with the broader Alberta sport community.
 - a. Exploration of multi-sport program development opportunities.
 - b. Exploration of multi-sport competition development opportunities.
 - c. Multi-sport coaching development training opportunities promoted.
 - d. Multi-sport officials development training opportunities promoted.
- 6.3 Collaborative opportunities to lead the development of Rope Skipping initiatives with other national and provincial/territorial Rope Skipping Association are explored. Relationships with Heart & Stroke expanded to engage more schools.
 - a. Discuss opportunities for Alberta to support the building of capacity for the sport.
 - b. Support national/interprovincial committees and working groups.
 - c. Actively promote the use of Alberta's human resources.
- 6.4 Increased awareness of the sport of Rope Skipping occurs through the leveraging of effective sponsorships and media relationships, and collaborative funding.
 - a. Rope skipping events at the community and provincial levels include media relations strategies to increase awareness of the sport.
 - b. Increased sponsorship for provincial initiatives.



7. CULTIVATING COMMUNITY

7.1 Relationship with education sector strengthened.

- a. School club resources developed.
- b. School clubs connected with local recreational and competitive clubs for support.
- c. Exploration of opportunities to be integrated into high school sports occurs.

7.2 Relationship with health and education sectors strengthened.

- a. Relationships with Heart & Stroke expanded to engage more schools.
- b. Opportunities to promote Rope Skipping to improve community health through new community-based partnerships with non-traditional stakeholders are explored.
- c. Leverage traditional media and social to increase awareness of the sport in a cost-effective manner.





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