Biathlon Alberta

STRATEGIC THEMES

2025-2029

MISSION

Biathlon Alberta will promote, develop, and administer the sport of biathlon in Alberta to the highest standards of excellence.

VISION

Biathlon Alberta aims to be a leader in the sport of biathlon in Canada, as measured by performance at National Championships, number of Alberta athletes on the National team, participation in recreation and development programs, and the hosting of provincial, national, and international events.

OUR VALUES

- Athlete Centred
- Safe Sport for All
- Growth Mindset
- Resiliency
- Fun
- Communication

2025-2029

ACTIVE DOCUMENT

Biathlon Alberta maintains a strategic plan to guide its activities, priorities, and resource allocation. This document is informed by research from the Sport Information Resource Centre (SIRC) and other relevant sport studies to ensure that organizational priorities reflect current evidence and best practices in sport development.

The plan is formally updated every four years through collaboration between the Board of Directors, member clubs, and sport governing bodies, and is reviewed annually by the Board to inform budget planning and alignment with emerging opportunities.

BIATHLON ALBERTA

2025-2029

STRATEGIC THEMES

- COMMUNITY GROWTH AND INCLUSION
- INNOVATIVE PROGRAM DELIVERY
- SAFE SPORT AND ETHICAL LEADERSHIP
- PATHWAY DEVELOPMENT
- EVENT HOSTING AND EXCELLENCE

BIATHLON ALBERTA

2025-2029

COMMUNITY GROWTH AND INCLUSION

Goal: Expand the reach of biathlon across Alberta by fostering inclusive participation and supporting regional development.

DEVELOP CLUBS OUTSIDE OF THE BOW VALLEY

- Numerous factors, including the 1988 Calgary Winter Olympics Legacy facilities at the Canmore Nordic Centre, have created a strong foundation for Biathlon in the Bow Valley. In other areas of the province the available resources and membership numbers have historically been limited.
- By facilitating coach certification opportunities, delivering regional camps and events, and improving access to equipment and other resources, Biathlon Alberta will focus on developing clubs outside of the Bow Valley.
- Growing our Biathlon Family in other communities across the province supports the Canadian Sport Policy (2025-2035) objective of creating strong, resilient communities through sport.

ENCOURAGE PARTICIPATION FOR PARA AND INDIGENOUS ATHLETES

- Through its current collaboration with Nordiq Canada, Spirit North, and four Indigenous communities, Biathlon Alberta has seen improvements in Para and Indigenous athlete participation.
- Para athlete participation has traditionally focused on high-performance pathways, while Indigenous participation has been centred around recreational participation.
- Through the lens of Long Term Athlete Development, Biathlon Alberta will continue these efforts while developing alternative pathways for Para and Indigenous athletes. This will be accomplished through expanded community, school, and outreach events, an increased focus on Alberta Winter Games and Arctic Winter Games participation, and increasing the number of coaches and volunteers trained in Para and Indigenous cultural competencies.

BE STRONG AMBASSADORS OF THE SPORT IN ALL COMMUNITIES

- As outlined in the Canadian Sport Policy, a safe and inclusive sporting environment is predicated on programming that meets the needs of the participant, while respecting the diversity of individuals and communities. Improving participation is vital in creating a more vibrant, inclusive, and thriving Biathlon Family.
- With an emphasis on its values of growth mindset and resiliency, Biathlon Alberta will educate and champion the benefits of biathlon in underserved communities and engage with member feedback to build collaborative partnerships.
- This will be done through promotional events, facilitating membership communication, and working with schools, municipalities, and local leaders.

COMMUNITY GROWTH AND INCLUSION

BIATHLON ALBERTA

INCREASE SPONSORSHIP AND PARTNERSHIP OPPORTUNITIES

- Biathlon Alberta will develop a plan to acquire and retain sponsors year-over-year and show progress in diversifying its revenue streams.
- Biathlon Alberta will also develop joint initiatives delivered with community partners (e.g., camps, events, outreach programs) that deliver more communal benefits than a traditional corporate sponsorship.

COMMUNITY GROWTH AND INCLUSION

BIATHLON ALBERTA

MEASUREMENTS OF COMMUNITY GROWTH AND INCLUSION:

- Increase the number of certified club coaches in northern regions from 11 to 17.
- Deliver an annual regional camp located outside of the Bow Valley.
- Consistently have Indigenous athletes participating in Calforex Cups and see Indigenous athletes named to provincial team(s), such as Arctic Winter Games, Alberta Winter Games, or Alberta Shooting Stars.
- Develop community partnerships with adaptive sport organizations to offer Para Biathlon programming for recreational athletes.
- Offer two formal opportunities for member club feedback annually, and foster collaboration through informal two-way communication on how Biathlon Alberta can support its member clubs.
- Build a 50% increase in active memberships by 2029 (450 to 675 members).
- Receive an annual value of cash and in-kind sponsorships equal to 5% of the annual operating budget.
- Maintain three cash sponsor relationships annually, and complete all public funding reporting requirements to ensure grant compliance.

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INNOVATIVE PROGRAM DELIVERY

Goal: Adapt and diversify biathlon programming to ensure relevance and accessibility year-round.

TRY-IT PROGRAMS

- Try-it sessions are an important first step in growing the Biathlon Alberta membership base, and Biathlon Alberta has supported sessions in a variety of locations (urban, rural, northern, underserved communities etc.)
- Biathlon Alberta is focused on improving the participant-to-club conversion rate following Try-It events by providing the tools for member clubs to harness newfound interest and engagement generated by these sessions.

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CLUB PROGRAMMING

- Member clubs across the province have varied involvement in year-round programming (e.g., summer biathlon running, roller skiing, dryland training) and with integrating alternative competitive formats.
- Biathlon Alberta supports its member clubs in delivering year-round programming and will champion the use of Ecoaims rifles. We will facilitate access to Ecoaims equipment and provide resources for training program integration. This initiative also aligns with the Canadian Sport Policy by emphasizing the long-term development of athletes, coaches, and officials through strong grassroots programming.

BIATHLON ALBERTA

CLUB DEVELOPMENT

- Biathlon Alberta has traditionally supported club development by facilitating access to equipment, coaching certifications, and programming resources.
- Through proper coordination of the regional competition calendar (e.g. Calforex Cups, National Competitions, Alberta Winter Games, Arctic Winter Games, and community grassroots events) Biathlon Alberta will connect member clubs and ensure age-level appropriate competitive opportunities exist for all athletes.
- By creating open communication channels with member clubs, Biathlon Alberta will adapt and support clubs on their terms.

INNOVATIVE PROGRAM DELIVERY

BIATHLON ALBERTA

MEASUREMENTS OF INNOVATIVE PROGRAM DELIVERY

- Creation of a scalable Ecoaims training program that can be implemented in school programs, Nordiq only clubs, and for alternative competition formats (ex. bike and biathlon).
- Oversee the establishment of two new member clubs.

BIATHLON ALBERTA

SAFE SPORT AND ETHICAL LEADERSHIP

Goal: Uphold and lead in safe sport practices, education, and policy compliance.

SAFE SPORT COMPLIANCE

- Biathlon Alberta has developed a comprehensive Safe Sport plan to provide direction and tools for its members and ensure a safe sporting environment.
- In alignment with the Alberta Universal Code of Conduct (AB UCC) and Independent Third-Party (ITP) reporting process, Biathlon Alberta upholds the highest standards of safety, fairness, and ethical behaviour in sport. The organization remains committed to proactive education, transparent communication, and consistent enforcement of Safe Sport policies.
- As the Safe Sport landscape continues to evolve with oversight from different governing bodies (IBU, Biathlon Canada, and government agencies), Biathlon Alberta will continue to be a leader in Safe Sport compliance and stewardship.
- This will be achieved through effective communication, training, and dispute resolution policies.

BIATHLON ALBERTA

EQUITY AND DIVERSITY IN LEADERSHIP

- Incorporating underrepresented voices (e.g., women, Indigenous, Para) in decision making roles has been a priority for Biathlon Alberta.
- While Biathlon Alberta has been successful in hiring women in the coaching and management roles, it still has opportunities for improvement at the board level and through its partnerships at the member club level.
- Biathlon Alberta will develop a policy to recruit underrepresented voices for its own management and board positions, while also promoting this policy for the use of its member clubs.

SAFE SPORT AND ETHICAL LEADERSHIP

BIATHLON ALBERTA

ETHICAL LEADERSHIP AND EDUCATION

- Athlete-centred programming has been a longstanding priority for Biathlon Alberta, emphasizing fairness, respect, and ethical conduct.
- As awareness and access to resources has improved, Biathlon Alberta is making a commitment to holistic long-term athlete development to enable participants to grow, excel, and achieve wellbeing through sport. This includes supporting the Canadian Sport Policy values in action: Fun, Inclusion and Accessibility, Diversity, Fairness and Integrity, Responsibility and Accountability, Community-Building, Healthy and Safe, and Ambition.
- Biathlon Alberta will create a culture that espouses its values through member onboarding resources, highlighting mental health support and athlete advocacy tools, and offering educational programming for the support of athletes, coaches, volunteers, and parents.
- Biathlon Alberta will maintain appropriate standards for governance and accountability, follow best practices, and collaborate with social agencies to support programming that addresses the diverse needs of participants.

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MEASUREMENTS OF SAFE SPORT AND ETHICAL LEADERSHIP

- Maintain 100% Safe Sport training compliance for all Abuse-Free Sport Participants, as outlined in the Biathlon Alberta Safe Sport Policy.
- Complete an annual review and update of Safe Sport policies in accordance with applicable sport federation, NSO, and government standards.
- Deliver a minimum of two annual education sessions for coaches, athletes, and parents on topics such as athlete well-being, reporting mechanisms, and respectful conduct.
- Ensure new Board members complete annual EDI Training.
- Evaluate member club alignment with Safe Sport policies during annual reviews or grant assessments.
- Consistently feature at least three underrepresented voices in decision-making roles.

PATHWAY DEVELOPMENT

Goal: Support the long-term development of athletes, coaches, and officials through structured, progressive opportunities.

HIGH PERFORMANCE DEVELOPMENT

- Historically, Biathlon Alberta has led the way nationally in creating a high performance pathway for its members through the success of the Biathlon Alberta Training Centre (BATC) program and the hard work of member clubs.
- High performance development for athletes, coaches, and officials is a focus for Biathlon Alberta in the pursuit of its vision.
- This will be achieved through progressive training and competition opportunities for athletes, facilitating Competitive-Development coach certifications, and the training of international referees through the hosting of high-level and international events in Alberta. The continued support of the BATC will act as the catalyst in identifying and developing the best athletes in Canada to support our measurable outcomes.

BIATHLON ALBERTA

COMPETITIVE DEVELOPMENT

- The Calforex Cup event series has enabled Biathlon Alberta to develop volunteers, officials, and local organizing committees, while athletes compete against the best talent in the province. This event series is the backbone of our competitive development strategy, and will continue to bridge the gap between recreational and high performance pathways.
- This area will see a focus on retaining athletes past the Senior Boys and Girls categories, where historically club programming is limited to the high-performance pathway.
- Biathlon Alberta will continue to expand its Competition Introduction coaching base, and training officials at the Entry and Advanced level.
- Through provincial development camps, improving province-wide access to coach evaluation and certification opportunities, and supporting athletes as they develop from Ecoaims categories to live rifle competitions, Biathlon Alberta will deliver supportive sport environments to facilitate competitive development.

BIATHLON ALBERTA

RECREATIONAL DEVELOPMENT

- Biathlon Alberta will focus on recreational and community development through its Ecoaims 'Try-Biathlon' events. In the past, these events have targeted underrepresented groups and have improved sport awareness in the province.
- An essential component of growing the sport of biathlon in Alberta lies in recreational development to add new members, by transitioning attendees at 'Try-it' sessions to more regular Ecoaims programming.
- This programming will focus on participation, as outlined in the Canadian Sport Policy, to develop the motivation, confidence, physical competence, and knowledge for engagement in physical activities for life.
- By enhancing programming in Indigenous, Para, rural, and in underserved areas, Biathlon Alberta will expand its membership base. In order to facilitate this development, Community Coaching training and certification resources will be targeted in these areas, while also leveraging Ecoaims programs, and Calforex Open Category competitions to introduce new members to the sport of Biathlon.

BIATHLON ALBERTA

MEASUREMENTS OF PATHWAY DEVELOPMENT

- Bring home 50% of medals at National Championships and Canada Winter Games.
- Create an athlete retention plan with member clubs to address athlete drop-out between Senior Boys/Girls and Youth Men/Women.
- Increase the number of Alberta TD's trained and certified from 4 to 10.
- Offer an annual national coaching mentorship or advanced training program to provincial coaches.
- Expand Ecoaims programming and competition opportunities to become a staple of the Calforex Cups and Club programming.
- Increase the number of Certified individuals trained for Competition Lead or Competition Organizer roles from 11 to 20.

EVENT HOSTING AND EXCELLENCE

Goal: Position Alberta as a leader in delivering high-quality biathlon events.

HOSTING NATIONAL AND INTERNATIONAL EVENTS

- Through the dedication of Local Organizing Committees, Alberta is the national leader in hosting international biathlon events. These events have received international acclaim, with the 2024 BMW IBU World Cup Biathlon Canmore being named 'Best Event of the Year' by competing athletes.
- Regularly hosted national and international events develop our membership base across all user groups, and will continue to serve as a catalyst for Biathlon Alberta in pursuit of its mission, and in support of the Canadian Sport Policy objective of Canada being recognized as an international leader for sport excellence.
- As outlined by the Canadian Sport Policy, these events create important competitive opportunities for athletes, maintain sport infrastructure, and spur social and economic development. With numerous events already confirmed over the upcoming quadrennial, Biathlon Alberta's focus will be succession planning and developing the next generation of officials.

BIATHLON ALBERTA

SHOWCASE ALBERTA FACILITIES

- As a legacy site of the 1988 Calgary Winter Olympics and following the 2004 and 2019 CNC Renovation projects, the Canmore Nordic Centre continues to be the preeminent biathlon venue in North America.
- With a focus on a Growth Mindset and strategic theme of Community Growth, Biathlon Alberta will establish facility standards to ensure safety, consistency, and fairness at facilities across the province. This may include assessing the feasibility of facility improvements, most notably in the central/northern regions. Edmonton represents the single greatest opportunity for expansion: a city of over one million residents, a strong Nordic ski community, and comparatively minimal biathlon participation.
- Biathlon Alberta will support Local Organizing Committees and member clubs by facilitating access to grant writing and planning resources in the development of facility and equipment upgrade plans.

BIATHLON ALBERTA

CREATE ACCESSIBLE AND ALTERNATIVE EVENT FORMATS

- Calforex Cups continue to be the foundation of Biathlon Alberta programming, however climate change has had a profound impact on the sport in Alberta over the past several seasons, with half of the events cancelled in 2024/25 due to unfavourable weather conditions.
- We expect this trend to continue and must create contingency plans for alternative event formats to conduct meaningful competition in the province. This has been reinforced through findings of the Canadian Sport Policy.
- Biathlon Alberta will champion sustainability resources from the IBU, Biathlon Canada, and government agencies to support the long-term sustainability of events in the province. The expansion of existing competition formats, such as Ecoaims competitions will be explored, as well as the number of recreational and adaptive categories integrated into competition series.
- Biathlon Alberta will also implement and promote additional grassroots and accessible formats to foster the development of its recreational pathway.

BIATHLON ALBERTA

MEASUREMENTS OF EVENT HOSTING & EXCELLENCE

- Host one national or international biathlon event every other year.
- Increase the number of Alberta TD's trained and certified from 4 to 10.
- Identify and assist Local Organizing Committees and member clubs in applying for local/provincial/federal grants to aid in their development.
- Create a weather contingency plan to ensure Alberta athletes receive consistent competitive opportunities.

EVENT HOSTING AND EXCELLENCE

BIATHLON ALBERTA

2025-2029

CONCLUSION

These strategic themes connect daily operations with long-term strategy. As the sport landscape changes over the next four years, Biathlon Alberta will adapt and respond to evolving priorities through the lens of its mission, vision, and values.

The measurable outcomes included in this document provide attainable yet challenging goals for Biathlon Alberta. These goals provide a benchmark for organizational performance, insight learning, and foster resiliency when responding to shortcomings. Through its values, Biathlon Alberta will be a leader in biathlon in Canada and administer the sport to the highest standards of excellence.