



CANADA WEST STRATEGIC PLAN

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The following document was approved by Canada West members at the 2019 AGM.

MISSION STATEMENT

To provide leadership in the delivery, regulation, and promotion of university high performance sports programs throughout Western Canada.

VISION

To be Canada's leading university sport conference.

CORE VALUES

The following values are aligned with those of our members and serve to support our vision and mission:

Student-Athlete Centered

- We support a quality learning and athletic experience for student-athletes.

Pursuit of Excellence

- We provide an environment that puts academics at the forefront of what we do.
- We promote athletics as an integral component of the learning experience at Western Canadian universities.
- We set high standards of performance, striving to win U SPORTS championships and develop athletes to international standards.

Engagement and Collaboration

- We provide opportunities for members to take ownership and responsibility for the governance of Canada West.
- We fervently advocate for sport development in Canada.

Equity and Respect

- We maintain high ethical standards in our delivery of university sport programs.
- We strive to provide an environment of equity, diversity, and mutual respect.

Accountable and Adaptable

- We are professionally managed, effective in our communication, transparent in our reporting, skilfully marketed, and adaptable to change.
- We are financially viable.

STRATEGIC PRIORITIES

The following areas, in no priority, have been identified to effectively carry out the mission of the association.

1. Regulation and Compliance

To develop appropriate standards, regulations, and policies that govern the activities of member institutions in the delivery of university sport programs.

Requirements for success:

- Members create, understand, and follow conference policies.
- Create an online compliance module to help educate administrators, coaches and student-athletes.

2. Programs and Membership

To develop and implement programs and member services.

Requirements for success:

- Provide learning opportunities to engage coaches, administration staff and student-athletes in meaningful learning toward common goals.
- Oversee and evaluate the impact of adding members and new sport offerings from current members.

3. Marketing, Communications, and Partnerships

To elevate the profile of university sport in Western Canada through branding, communication, marketing and partnership strategies.

Requirements for success:

- Showcase member and student-athlete achievement through consistently branded digital content.
- Continued effort to enhance CW brand through member activation and championships.
- Engage partners outside university sport (ie. WHL) to expand CW presence.
- Focus on broadcast and streaming properties as a key to all marketing and communications strategies.

4. Advocacy

To serve as a voice for university high performance athletic programs in western Canada and represent the interests of member institutions at the local, regional and national level.

Requirement for success:

- Promote the value of Canadian University sport to youth, young adults, student-athlete's and the general public.

5. Student-Athlete Health and Well-Being

To improve and maintain the health, safety, and general well-being of student-athletes.

Requirements for success:

- Share the stories of what we are doing in the student health areas like concussion management.
- Increase mental health awareness.
- Ongoing efforts to reduce injuries, share best practices and support institutional research to keep student-athletes as safe as possible.

6. Increase in Revenue Generation

Diversify revenue streams to enhance organizational capabilities and better serve members and student-athletes.

Requirements for success:

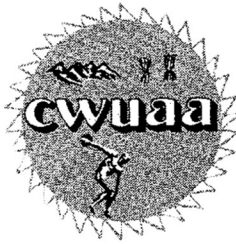
- Create a revenue strategy that focuses on sales potential.
- Utilize CW TV to expand sales.
- Develop sponsorship properties unique to the conference.

7. Student-Athlete Excellence

To create an environment that fosters academic and athletic success.

Requirements for success:

- National recognition for student-athletes, coaches, and support staff.
- Embrace a high-performance model that achieves national success.
- Celebrate achievement at the national level.



CANADA WEST HISTORY

The Western Canadian Intercollegiate Athletic Union (WCIAU - later renamed Western Canadian Intercollegiate Athletic Association) was formed in 1919-20 as the first recognized western-based post-secondary athletic organization in Canada. The first league championship was handed out in 1920, when the University of Manitoba claimed the men's hockey title.

In the spring of 1972, the WCIAA split into the Canada West Universities Athletic Association (CWUAA) and the Great Plains Athletic Association (GPAA - later renamed the Great Plains Athletic Conference).

CWUAA consisted of schools spanning from Victoria to Saskatoon. The new conference's charter members consisted of: University of Victoria, University of British Columbia, University of Calgary, University of Alberta, University of Lethbridge, and University of Saskatchewan. Meanwhile, GPAA's member institutions stretched from Regina to Thunder Bay and consisted of: University of Regina, Brandon University, University of Winnipeg, University of Manitoba, and Lakehead University.

In 1985-86, Canada West offered playing privileges to men's hockey teams from the Great Plains Athletic Conference (GPAC), with other sports following over the years, culminating with the 2001-02 merger of basketball.

Since 1999, 11 additional schools have joined the Canada West's six charter members. Trinity Western joined in 1999-00, and in 2000-01 GPAC members (Manitoba, Regina and Winnipeg) joined as full members. Brandon joined as an associate member at the time, until full membership was granted in 2005.

Simon Fraser University (Burnaby, B.C.) joined Canada West in 2000, followed by Thompson Rivers (Kamloops, B.C.) in 2005, and Fraser Valley in 2006 (Abbotsford, B.C.).

SFU withdrew from the conference as a member after the 2009-10 season, while both Thompson Rivers and Fraser Valley were awarded full membership in 2010. UBC Okanagan (Kelowna, B.C.) also received probationary membership at the time.

In 2011, Mount Royal University (Calgary, Alta.) and the University of Northern British Columbia (Prince George, B.C.) were voted in as probationary members and began competition in 2012-13.

In 2013, UBC Okanagan was awarded full membership, while Mount Royal University and the University of

CANADA WEST STRATEGIC PLAN - APPENDIX A

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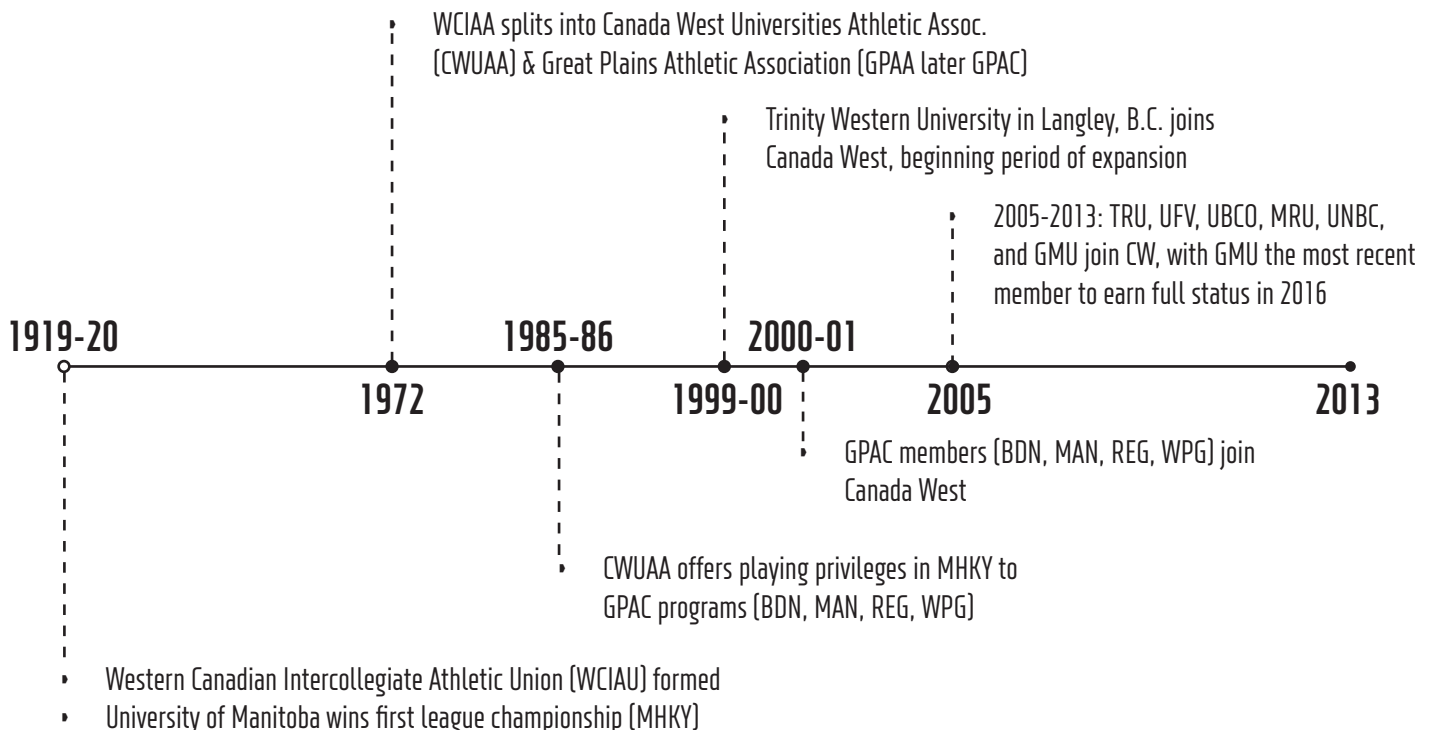
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CURRENT CANADA WEST SPORTS

Basketball - men's and women's	Rugby 15s - women's
Cross country - men's and women's	Rugby 7s (pilot sport) - women's
Curling - men's and women's	Soccer - men's and women's
Field hockey - women's	Swimming - men's and women's
Football - men's	Track & field - men's and women's
Golf (beginning fall 2019) - men's and women's	Volleyball - men's and women's
Ice hockey - men's and women's	Wrestling - men's and women's

CANADA WEST TIMELINE



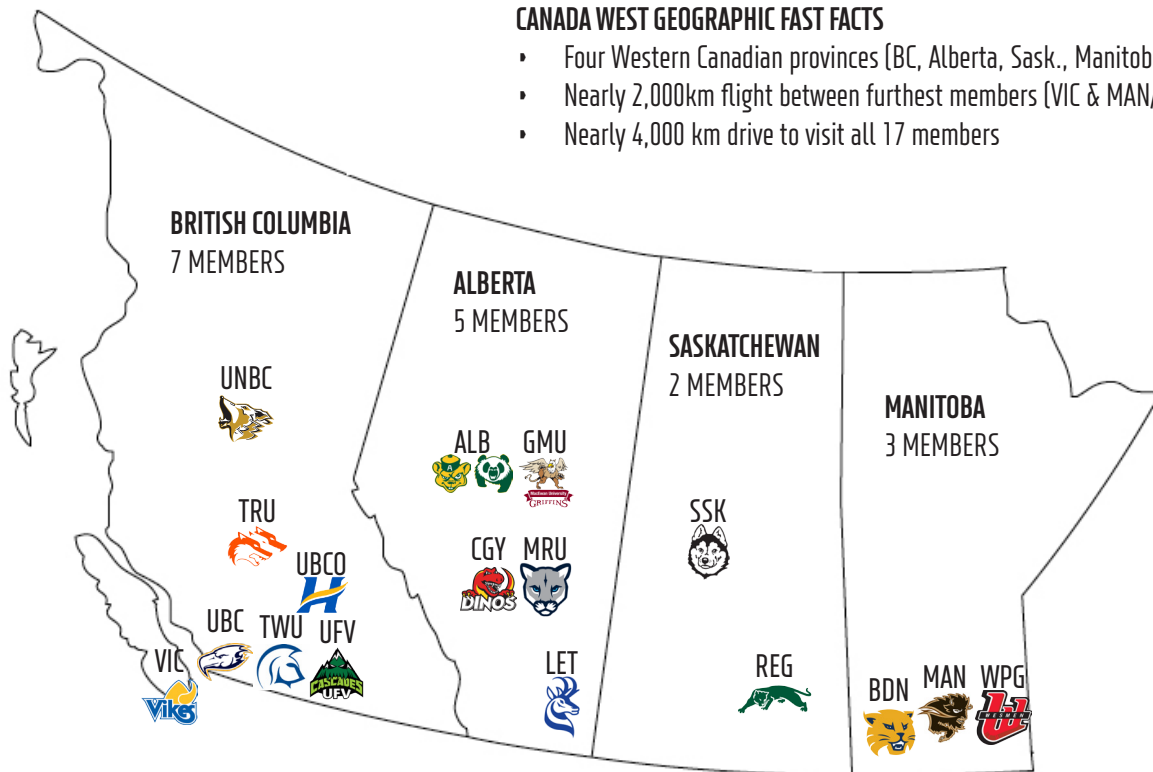
CANADA WEST MEMBERS

SCHOOL	NICKNAME(S)	FORMER CONFERENCE	JOINED CANADA WEST
Alberta	Golden Bears/Pandas	WCIAA	charter member
Brandon	Bobcats	GPAC	2001-02
UBC	Thunderbirds	WCIAA	charter member
UBC Okanagan	Heat	BCCAA	2010-11
Calgary	Dinos	WCIAA	charter member
Fraser Valley	Cascades	BCCAA	2006-07
Lethbridge	Pronghorns	WCIAA	charter member
MacEwan	Griffins	ACAC	2013-14
Manitoba	Bisons	GPAC	2001-02
Mount Royal	Cougars	ACAC	2011-12
UNBC	Timberwolves	BCCAA	2011-12
Regina	Cougars/Rams	GPAC	2001-02
Saskatchewan	Huskies	WCIAA	charter member
Thompson Rivers	WolfPack	BCCAA	2005-06
Trinity Western	Spartans	BCCAA	1999-00
Victoria	Vikes	WCIAA	charter member
Winnipeg	Wesmen	GPAC	2001-02

CANADA WEST GEOGRAPHY

CANADA WEST GEOGRAPHIC FAST FACTS

- Four Western Canadian provinces (BC, Alberta, Sask., Manitoba)
- Nearly 2,000km flight between furthest members (VIC & MAN/WPG)
- Nearly 4,000 km drive to visit all 17 members



SUMMARY OF CORE OPERATIONS

The following section outlines the core operational activities that the Canada West Board and staff recognize as essential functions and services.

1. Governance

- a. Structure
 - i. Board
 - ii. Staff
 - iii. Committees
- b. Membership
- c. Policies and procedures
- d. Member assemblies

2. Administration

- a. Staffing and HR: hiring, support, and evaluation of full-time and part-time staff
- b. Finance: budgeting, processing, reporting, filing, audits

3. Sport Programming

- a. Competitive formats
- b. Scheduling
- c. CW championships
- d. Sport specific field of play rules and regulations
- e. Officials development
- f. Awards and recognition
- g. Sport services

4. Conference Regulations

- a. Compliance
- b. Eligibility, recruiting and AFA
- c. Conduct and discipline
- d. Deadlines/fines

5. Sports Information, Marketing, and Communications

- a. Website and social media
- b. Media relations
- c. Statistics, standings, and historical records
- d. Recognition and awards

6. Streaming and Broadcast

- a. Canada West TV (webcasting)
- b. Broadcast partners (SaskTel etc.)

7. Research and Planning

- a. On-going planning and decisions based on good information/data.