



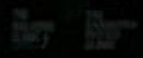
Canberra Runners Strategic Plan 2024 - 2027



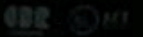
The Western Edge
FUNRUN START

FUNRUN

The Western Edge



FLEX



WINDY CITY

100% LOCAL

FUNRUN

The Western Edge

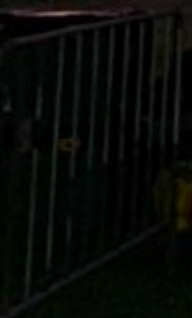


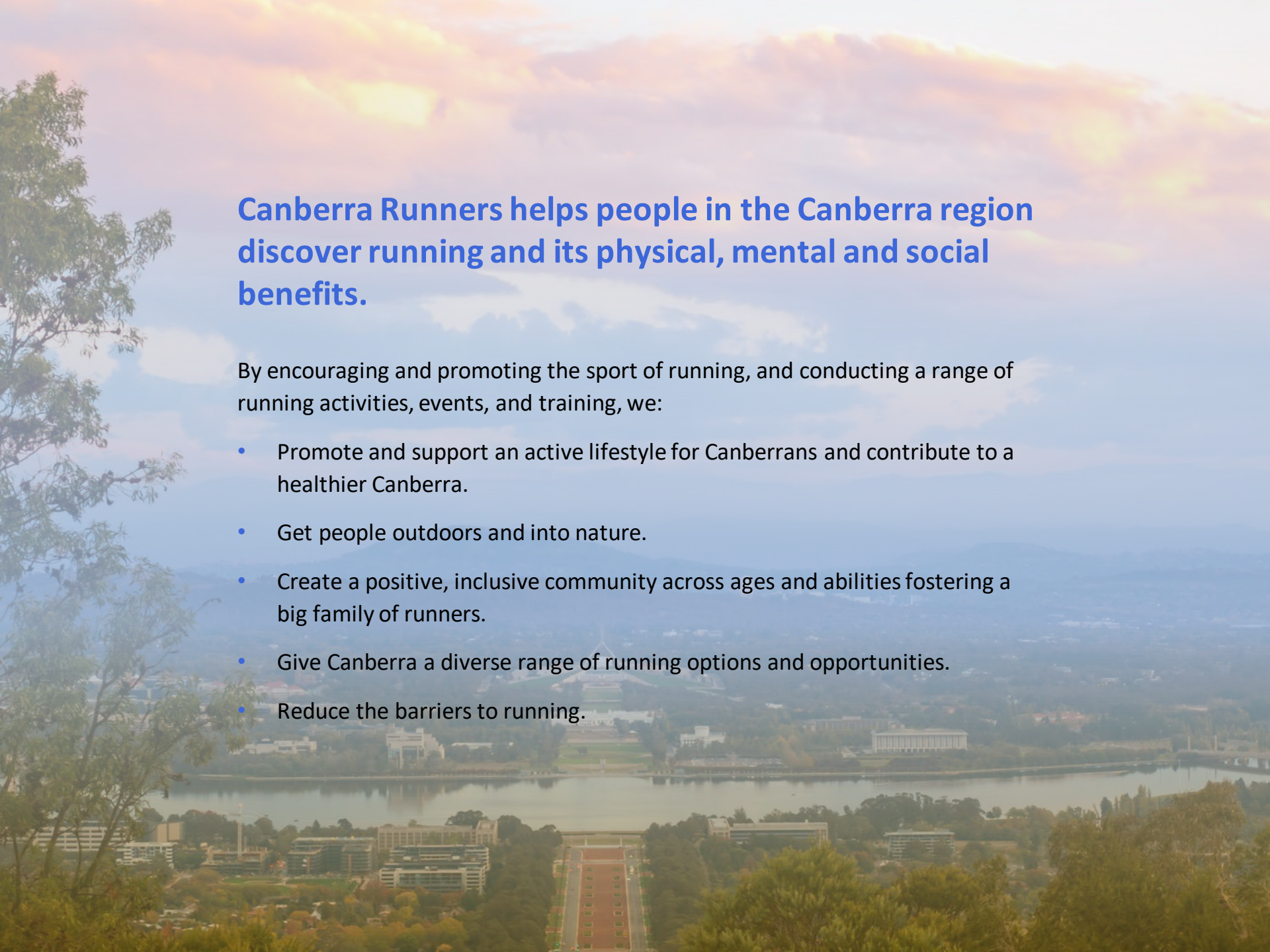
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WINDY CITY

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Canberra Runners helps people in the Canberra region discover running and its physical, mental and social benefits.

By encouraging and promoting the sport of running, and conducting a range of running activities, events, and training, we:

- Promote and support an active lifestyle for Canberrans and contribute to a healthier Canberra.
- Get people outdoors and into nature.
- Create a positive, inclusive community across ages and abilities fostering a big family of runners.
- Give Canberra a diverse range of running options and opportunities.
- Reduce the barriers to running.



Our history

1957 A small group of Canberrans meet for cross-country races

1962 ACT Cross Country Club (ACTCCC) is established.

1962 – 2010 37,000 people participate in ACTCCC events.

2010 ACTCCC is dissolved and re-established under the YMCA as the YMCA Canberra Runners Club.

2020-22 COVID-19 and its impacts disrupt the social dynamics and running habits of Canberra, and cause major event cancellations

2021 YMCA Canberra Runners Club relaunches as its own independent entity, Canberra Runners, with a new governance model to take the organisation to the next stage of its journey

Since 1 June 2021, weekly social group runs, Series races, monthly Jogalong and Mini-jog, and highly successful events like the Capital To Coast, the Canberra Runners Half Marathon, and the Thredbo Fun and Fitness Week, get hundreds of Canberrans into their running shoes

2023 Canberra Runners launch their new website and new membership platform.



Our strategic priorities

Our community

- ✓ Create an easy, engaging and inclusive experience.
- ✓ Grow our membership.
- ✓ Evolve our activities and events to further meet the needs and running aspirations of our current and our future community.

Our volunteers

- ✓ Grow our pool of volunteers and give them an enjoyable, low-burden experience that recognises their valued and critical role.
- ✓ Create the tools, training, support and succession planning needed to sustain our volunteers in the long term.

Our organisation

- ✓ Continue to professionalise our board and governance arrangements.
- ✓ Evolve our financial, membership and operational models to create a sustainable platform for the organisation's impact for Canberra



Strategic themes: Our challenges and opportunities for 2024-2027.

01 Building community - identity, connection, and belonging

Fostering a running community with a strong sense of identity, connection and belonging to Canberra Runners is an essential part of our purpose.

Canberra Runners has a long history with a committed membership and volunteer group. We are proud to be a welcoming and inclusive organisation, yet we recognise that many runners only have occasional touchpoints with our community. In some cases runners engage with our organisation without becoming ongoing members.

More strongly asserting our unique identity and exploring new ways to connect people with Canberra Runners would assist to grow our membership and keep members an active part of the Canberra Runners community.

02 Growing our volunteer pool and building their positive experiences

Volunteers make a critical and valued contribution for our organisation. Canberra Runners could not continue to operate and support our community without this committed and dedicated team of people.

We face many challenges:

- Not having enough volunteers
- The potential for volunteer burnout
- A lack of succession planning for experienced volunteers in critical roles
- Burden resulting from manual processes or fragmented technologies
- Logistical challenges, including time and costs associated with travelling to and parking at events

Transforming how we engage volunteers, and focussing on improving their experience is critical to the future of the organisation.

03 Integrating digitalised running

Digital continues to integrate within the running experience. This includes:

- Runner engagement through social media
 - Apps that map, quantify and guide exercise
 - Running event technology like automated timing systems
- Adoption of digital into how we work, run activities and events, and engage with our community, is critical.

04 Creating new revenue streams

Canberra Runners is in a strong financial position, but for us to achieve the growth and improvements we aspire, we need to ensure the revenue base remains sustainable.

We will closely consider our financial and membership models - including our member and non-member offers - and merchandising and sponsorship opportunities. We also need to find how we can achieve our purpose and improve how we operate. This includes funding a small non-volunteer staff base and improving our technology footprint for the benefit of volunteers and members.

05 Driving technology and security uplift

The organisation has many manual processes, inefficient administrative systems, and non-integrated IT systems. As cyber security threat risk continues to grow, strengthening and understanding our IT security is a critical priority for data integrity.

We must look at how we could use technology to improve, streamline and create secure experiences for runners, members, volunteers and any future employees.



Strategic themes continued

06 Building relationships and embracing cooperation and collaboration

There are many running groups and events in the Canberran region. Some of these are formal and professionally organised, and some are informal and without accreditation.

We need to understand and communicate Canberra Runners' unique identity and the contribution we make to running in Canberra. We can also harness opportunities for cooperation and collaboration with other groups, building on shared strengths, resources and expertise. In this way, we can make a shared contribution in growing a vibrant and inclusive running culture in Canberra.

07 Growing our membership numbers and strengthening diversity

Canberra Runners has fostered a large and vibrant community, and we celebrate our long history of successful, professionally run events that promote inclusiveness, diversity and community.

However, there is more we can do. We can expand our reach to connect with, engage and embrace new communities and demographics. This includes students, older Canberrans and individuals from diverse backgrounds. Our ongoing commitment and sustained engagement will be important to reach these groups and welcome them into our running community.

08 Widening our groups, events and programs

The organisation has a wide range of runs and events and has been building a pathway for runners to progress to longer distances and higher performance - where that is part of their running aspiration. There is an opportunity to maintain our current runs and events, but also look at potential new ones - for example, new types of runs, new times, new days and more.





Canberra Runners Strategic Action Plan

Over the next 3 years, Canberra Runners will undertake the following actions to respond to the strategic themes identified in its strategic planning process.

Action	By mid-2025	By end-2026	01 Community	02 Volunteers	03 Digital running	04 Revenue	05 Back-office	06 "Co-opetition"	07 Membership	08 Groups, events
<p>01 Review groups and events to identify opportunities to increase member and non-member participation in existing activities, and evolve and add to the current offer – for example, more days, times, events, trail-runs, junior-focussed, partner/co-petitor-integrated events, options for older runners, multicultural events, ‘bring-a-friend days’, and enhancing pathways for runners seeking to increase their distance and performance</p>	<p>Broad review of activities</p>	<p>Increased participation in core programs and activities, and new and evolved groups/events operating</p>	❖					❖		❖
<p>02 Develop a technology roadmap for Canberra Runners that will create a seamless, secure, streamlined, automated and lower-burden experience for volunteers and any future staff (e.g. administering members, organising events, publishing race results), and that will improve the member and non-member experience of learning about, registering, joining, integrating their digital footprint, and engaging with the organisation and its events</p>	<p>Technology roadmap</p>	<p>Establishment of integrated systems</p>	❖	❖	❖		❖			
<p>03 Improve the ‘volunteer infrastructure’ - how volunteers are engaged, supported, assisted through technology, and by a potential permanent staff member, and succession planning for volunteers with critical knowledge and expertise</p>	<p><i>See Technology roadmap</i></p>			❖			❖			
<p>04 Develop the ‘welcoming front-door’ – including website, social media and other channels, and integrated into a broader branding publicity, social media, merchandising and marketing strategy – that creates easy entry for all levels and aspirations, for all parts of the community – ages, cultures, levels of ability.</p>	<p>Comms and Engagement Plan developed</p> <p>Initial implementation of new ‘front door’</p>	<p>Full implementation of Comms and Engagement Plan</p> <p>Establishment on targeted social channels</p>	❖		❖			❖	❖	
<p>05 Develop new outreach approaches to target younger demographics, particularly Canberra’s significant higher education cohort, to grow this part of the Canberra Runners community</p>			❖		❖				❖	❖



Canberra Runners' strategic action plan continued

Action	By end-2025	By mid-2027	01 Community	02 Volunteers	03 Digital running	04 Revenue	05 Back-office	06 "Co-operation"	07 Membership	08 Groups, events
06 Undertake an organisational review, including documenting processes and policies, and reviewing the possibility of a permanent staff member to administer operations and events and to maintain technology systems.	Administrative Arrangements Report	Implementation of Administrative Arrangements Report recommendations		❖			❖			
07 Review Canberra Runners' financial model, including the membership model, potential approaches for increasing and diversification revenue streams (including merchandise, sponsorships), to maintain and uplift the organisation's sustainability in the long term.		Constitutional review	Implementation of new financial model	❖			❖	❖	❖	
08 Improve research and data to understand the Canberra Runners community (members and non-members) to support engagement and connection and to explain patterns (e.g. participation without joining) – including conducting a survey, comparison of run lists and membership lists	Survey Membership, participation, social data analysis	Implementation of new membership model	❖						❖	❖
09 Grow the current merchandise range to include other apparel and items, and develop an online store.	Establishment of online store	A range of apparel available through online store	❖			❖	❖			❖

