

BC ATHLETICS STRATEGIC PLAN 2013 – 2016



BC ATHLETICS 2013-2016 STRATEGIC PLAN

(Draft 4)

Introduction

BC Athletics is a registered a not-for-profit amateur sport organization under the Society Act in British Columbia and is affiliated with Athletics Canada. BC Athletics has a membership structure consisting of member individuals, members clubs and affiliated organizations through-out the province. It is governed by a Board of Directors of fourteen (14). The purpose of the Association is to promote, encourage and develop the widest participation and the highest proficiency in track & field, race walking, road running, marathons, ultras, trail and mountain running, and cross country running in British Columbia.

The 2013-2016 Strategic Plan is the Association's road map for the growth and development of all aspects of the Sport of Athletics for the next four years, with a Vision of the preferred future for 2020. The plan provides leadership, direction and opportunities to connect and build on the strengths of each of the disciplines under BC Athletics' jurisdiction. The Vision, Values Statements and Mission Statement that direct the work of the Association were reviewed and revised for the 2013-2016 Strategic Plan. The Plan also purposely aligns with the pillars of the Athletics Canada Strategic Plan.

The Plan is a living document that will evolve as the organization progresses, and as external influencers challenge or support the environment in which the Association functions.

The 2013-2016 BC Athletics Strategic Plan contains the following elements.

1. The Strategic Plan Foundation for 2013 through 2016
 - a. Vision
 - b. Values
 - c. Mission Statement
 - d. Plan Theme
2. BC Athletics Strategic Framework 2013 -2016
 - a. End Results
 - b. Plan Pillars
 - c. Pillar Goals
 - d. Areas of Emphasis
3. Strategic Objectives within Each Pillar and Area of Emphasis
4. Key Quantitative Performance Indicators

A plan monitoring report will be presented to each Annual General Meeting for review and discussion by the membership.

BC Athletics thanks all who contributed to the Strategic Plan through the membership survey, interviews or participation at a Strategic Planning session.

Questions, information and clarification on the content of the plan can be directed to the BC Athletics office at #120 – 3820 Cessna Drive, Richmond BC V7B 0A2, 604-333-3550 or bcathletics@bcathletics.org.

The Strategic Plan Foundation for 2013 - 2016

Vision

By 2020, BC will provide international level excellence in Athletics.

Values Statements

BC Athletics will:

- *conduct our business with **INTEGRITY**, through ethical decision making, honesty and fairness for our members and the public;*
- *create a **FUN AND POSITIVE EXPERIENCE** for our participants;*
- *promote **PERSONAL ACHIEVEMENT** as being equally important as the pursuit of organizational excellence;*
- *strive for **EXCELLENCE** in everything that we do;*
- *link the **PRINCIPLES OF CANADIAN SPORT FOR LIFE** to the programs and services of the association;*
- *be **INCLUSIVE** in all of our activities, respecting differences and championing affordable opportunities and accessible programs*
- *encourage continued **PARTICIPATION** in Athletics through a variety of opportunities as an athlete, coach, official or sport volunteer;*
- *create a **SENSE OF COMMUNITY** through a collaborative and supportive environment; and*
- *drive **CREATIVITY AND INNOVATION** as we work to continually improve.*

Mission Statement

*Through leadership and the delivery of dynamic programs and services,
BCA drives the growth and development of Athletics in BC.*

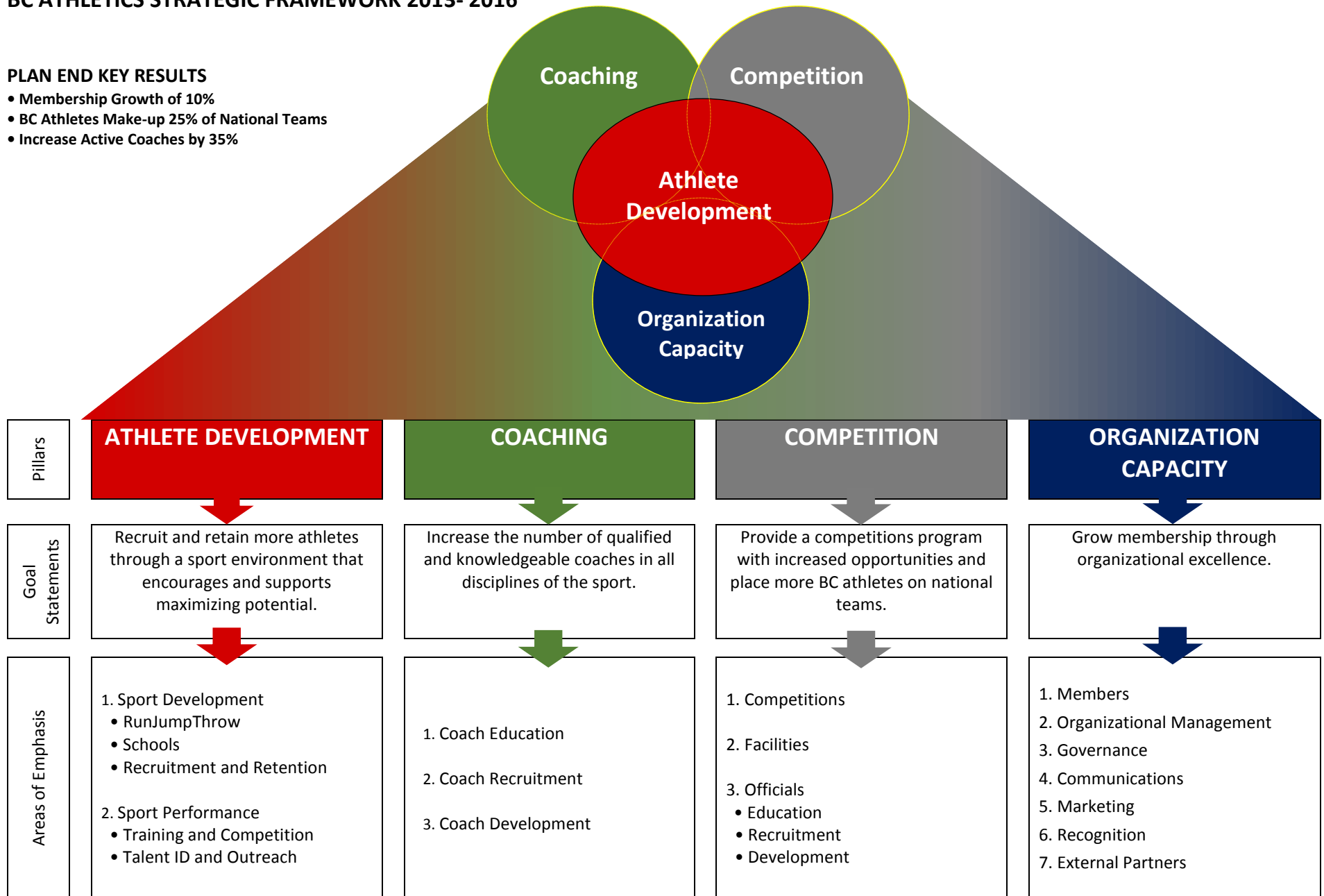
Plan Theme

EXCELLENCE

BC ATHLETICS STRATEGIC FRAMEWORK 2013- 2016

PLAN END KEY RESULTS

- Membership Growth of 10%
- BC Athletes Make-up 25% of National Teams
- Increase Active Coaches by 35%



2013-2016 STRATEGIC OBJECTIVES

ATHLETE DEVELOPMENT	COACHING	COMPETITION	ORGANIZATION CAPACITY
<p>Recruit and retain more athletes through a sport environment that encourages and supports maximizing potential.</p>	<p>Increase the number of qualified and knowledgeable coaches in all disciplines of the sport.</p>	<p>Provide a competitions program with increased opportunities and place more BC athletes on national teams.</p>	<p>Grow membership through organizational excellence.</p>
<p style="text-align: center;">1. Sport Development</p> <p style="text-align: center;"><u>1.1 RunJumpThrow</u></p> <ul style="list-style-type: none"> • Position RunJumpThrow within the BC education systems as the critical tool for physical literacy training and development <ul style="list-style-type: none"> • Increase the number of RJT annual participants and instructors being trained by 75% by 2016 • Better connect RJT participants and instructors to BC Athletics <p style="text-align: center;"><u>1.2 Schools</u></p> <ul style="list-style-type: none"> • Develop and implement an “Athletics in Schools” strategy to increase the penetration and improve delivery of the sport <p style="text-align: center;"><u>1.3 Recruitment and Retention</u></p> <ul style="list-style-type: none"> • Explore participant retention and attrition, and address the findings <ul style="list-style-type: none"> • Develop a planned growth and servicing strategy for all aspects of club development • Increase Track Rascals participants and programs by 100% by 2016 • increase Aboriginal program and club activity in communities <p style="text-align: center;">2. Sport Performance</p> <p style="text-align: center;"><u>2.1 Training & Competition</u></p> <ul style="list-style-type: none"> • Provide an effective competition schedule with appropriate opportunities for athletes to maximize their potential • Expand the Team BC vision to service a wider group of athletes 	<p style="text-align: center;">1. Coach Education</p> <ul style="list-style-type: none"> • Increase NCCP training and certification opportunities annually in all parts of the province • Provide Para Athletics coach education in all NCCP and non-NCCP training programs <ul style="list-style-type: none"> • Increase professional development opportunities for teachers and club coaches <p style="text-align: center;">2. Coach Recruitment</p> <ul style="list-style-type: none"> • Develop and implement a coach recruitment strategy that takes advantage of retiring athletes and individuals with an Athletics background <p style="text-align: center;">3. Coach Development</p> <ul style="list-style-type: none"> • Provide an environment of sharing, supporting and enabling coaches to grow and improve their expertise and knowledge • Encourage the professionalization of coaching in Athletics through various partnerships and incentives • Develop a coach recognition program to support retention and acknowledge achievements 	<p style="text-align: center;">1. Competitions</p> <ul style="list-style-type: none"> • Deliver a competitive calendar and seasons of competition that provide the best opportunity for athletes to maximize their potential and put more athletes on the national teams • Ensure events of the highest quality in all parts of the province and in all disciplines <ul style="list-style-type: none"> • Develop a hosting strategy to maximize opportunities for the organization and future of the sport <p style="text-align: center;">2. Facilities</p> <ul style="list-style-type: none"> • Create a facility development and partnership strategy for Athletics in BC <p style="text-align: center;">3. Officials</p> <p style="text-align: center;"><u>3.1 Officials Training & Education</u></p> <ul style="list-style-type: none"> • Ensure that the Competitions Program is supported by an appropriate number of well-trained officials <p style="text-align: center;"><u>3.2 Officials Recruitment</u></p> <ul style="list-style-type: none"> • Encourage recruitment and training of new officials within all regions of the province 	<p style="text-align: center;">1. Members</p> <ul style="list-style-type: none"> • Encourage non-member participants to become BCA members • Enhance & promote member benefits to improve the appeal of association membership <p style="text-align: center;">2. Organizational Management</p> <ul style="list-style-type: none"> • Maximize revenue generation • Ensure effective business operations, systems and policies • Develop an effective monitoring and reporting process for strategic plan initiatives <p style="text-align: center;">3. Governance</p> <ul style="list-style-type: none"> • Provide strong leadership and accountability through appropriate governance systems and structures <p style="text-align: center;">4. Communications</p> <ul style="list-style-type: none"> • Provide a communication and information system that is accessible, informative and available through multiple platforms <p style="text-align: center;">5. Marketing</p> <ul style="list-style-type: none"> • Develop a marketing plan and program that supports and promotes the achievements of BCA members, the competitive opportunities in the sport and program assets of the organization. <ul style="list-style-type: none"> • Increase marketing revenues to a minimum of 10% of BCA revenue by 2016 <p style="text-align: center;">6. Recognition</p>

ATHLETE DEVELOPMENT

- Investigate the establishment of a sustainable provincial development centre for Athletics
- Ensure that all Track & Field training camps are in line with LTAD
- Provide athlete and IST support services to help athletes to train and perform at their best

2.2 Talent ID & Outreach

- Create a network of educators, sport partners and scouts to identify young able-bodied and disabled athletes who have the potential and attributes to be successful in Athletics

COACHING

COMPETITION

ORGANIZATION CAPACITY

- Create celebratory events and systems to promote the sport and recognize the achievements of athletes, coaches, officials and volunteers

7. External Partners

- Strengthen relations with external funding and program partners to maximize opportunities and profile