



Track and Field  
Road Running  
Marathons/Ultras  
Cross Country Running  
Race Walking

## 2008-2012 BC ATHLETICS STRATEGIC PLAN

### EXECUTIVE SUMMARY

B.C. Athletics is a non-profit amateur sport organization affiliated with Athletics Canada. It is made up of member clubs, affiliated organizations, and individual members throughout B.C. 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, marathon, ultras, and cross country running in British Columbia.

The 2008-2012 Strategic Plan is the Association's guide to continue the development and growth of all aspects of the Sport of Athletics. As such the plan is flexible, adjustable and dynamic.

The following elements are contained in the plan:

- Our Vision Statement for B.C. Athletics.
- Our Mission Statement which is a statement of the Association's reason for being. It reflects the why, for whom and how of the Association.
- Our Values Statement which provides the values upon which B.C. Athletics operates.
- 2012 End Result
- 2012 Strategic Imperatives/Goals – 6 Pillars of:
  - Coaching
  - Athlete Development
  - Competition
  - Club Development
  - Promotion and Marketing
  - Management and Operations
- 2012 Objectives in each of the 6 Pillars
- Annual – Tactics, Target Results, End Results, Lead Individual and/or Committee

This Strategic Plan guides BC Athletics staff and committees and sets out a blueprint for member clubs and organizations for the ongoing growth and development of Athletics in British Columbia.

A report on the BC Athletics Strategic Plan is presented at each Annual General Meeting for review and discussion by the membership.

The BC Athletics Strategic Plan is aligned with the Athletics Canada Strategic Plan, contributing and supporting the AC Strategic Goals and Objectives. The Athletics Canada Strategic Plan can be viewed at: <http://www.athletics.ca/files///STRATEGIC%20PLAN%20-%20TOWARDS%202020.PDF>

BC Athletics thanks all those individuals who contributed to the creation of this plan and look forward to working with all members of B.C. Athletics to promote and grow the sport of Athletics in British Columbia.

Questions, information and clarification on the content of the plan can be directed to the BC Athletics office at:

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# **BC Athletics Strategic Plan 2008 – 2012**

## **Vision**

**Opportunities for success in Athletics for all**

## **Mission**

**By 2012, BC Athletics will lead the nation in providing opportunities in Athletics**

We will do this by taking a proactive, innovative and progressive approach to:

- Coaching, training and competition
- The engagement of clubs and alignment of programs and plans with Athletics Canada's strategic direction (2009 MOU with AC)
- The use of Technology in membership services, education, administration and marketing
- The building of partnerships with the sport community, business, education and health sectors, and
- Positioning Athletics as an ideal sport and physical activity for all ages and abilities (LTAD)

The Results will be:

- Increased performance success by BC athletes at local, provincial, national and international levels
- More participation in all aspects of Athletics
- Increased investment by the public and private sectors

## **Values**

**The values upon which B.C. Athletics operates and which it advocates to all its members stem from the belief all can compete / perform to the best of their ability.**

**It believes in and promotes, through its programs, the concepts of equal opportunity and inclusiveness, of fairness and honesty, and expects the highest standards of moral and ethical conduct from all its athletes, coaches, officials and administrators at every level.**

**In particular, it promotes the following concepts:**

### **For Athletes of all ages**

- hard work and diligent training to develop one's abilities to the utmost;
- that victory is not just winning but in achieving personal best performances;
- learning how to be confident enough to accept with equal grace both winning and not winning;

- complete rejection of banned/restricted substances and methods or any other means of unfair competition

### **For Coaches**

- commitment and dedication first and foremost to the needs of the athlete;
- continued striving to improve one's knowledge of the best ways in which to assist in the physical and mental preparation of all athletes for which one is responsible;
- recognition that athletic development is only one part of the growth of the whole person;
- respect for and cooperation with fellow coaches, parents, officials and other participants in the sport.

### **For Officials**

- fairness and impartiality in the carrying out of their duties;
- patience and understanding of the needs of athletes;
- the need to instruct as well as to judge young athletes;
- continued striving to improve their knowledge of the evolving rules of competition;
- respect for and cooperation with fellow officials, athletes, coaches, etc.

### **For Club and Meet Administrators, Executive Officers and Members of the Board of Directors, Staff members and all others associated with its operations**

- Integrity, cooperation, fairness, diligence and the understanding that only through their dedication and commitment to the sport can it's various members achieve the success for which they strive and to which, through their own efforts, they are entitled.

**BC Athletics Strategic Plan 2008-2012**

**2012 END RESULTS**

<b>20 to 25% of BC athletes on National Teams</b>	<b>3 to 5% retention rate - increase</b>	<b>1 to 5% increase in participants in sanctioned events and programs</b>
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**2012 STRATEGIC IMPERATIVES / GOALS**

<b>COACHING</b> Increase the number of trained and paid coaches.	<b>ATHLETE DEVELOPMENT</b> Enable the progressive development of athletes	<b>COMPETITION</b> Ensure strong provincial competition system for all ages and abilities
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**2012 Objectives**

<b>Quality of Coaching</b> 1. Ensure ongoing access to NCCP. 2. Implement a comprehensive plan for continuing coaching education. 3. Identify and provide targeted support to coaching/training event groups. 4. Identify and provide targeted support to emerging coaching talent.	<b>Run Jump Throw</b> 1. Improve the confidence level of teacher program leaders. 2. Improve the linkages between school programs and area clubs.	<b>Increased Number</b> 1. Foster collaboration among clubs that causes increased availability of local competitions. 2. Introduce new competition models that are consistent with LTAD and parent/youth friendly. 3. Encourage and support hosting of national and international level competitions. 4. Encourage and support the establishment of new competition series.
<b>Increase in Paid Coaching Positions</b> 1. Create conditions that cause clubs to establish paid coaching positions.	<b>Talent Development</b> 1. Provide targeted support and recognition to identified athletes. 2. Ensure optimum access by eligible athletes to support services. 3. Improve access to training, competition and ancillary facilities.	<b>Extended Season</b> 1. Establish conditions that result in an extended season of competition opportunities for track & field and cross country running.
<b>Increased Number of Coaches</b> 1. Expand RJT leadership training to community, Early Childhood Education and clubs. 2. Encourage retiring athletes to pursue coaching careers. 3. Encourage trained run leaders to pursue coaching education	<b>Retention</b> 1. Implement membership structure that assures the ongoing involvement of the road racing community. 2. Implement a coherent strategy to retain 15-25 year old participants.	<b>Officials</b> 1. Ensure sufficient numbers of officials are available for all levels of competition. 2. Ensure sufficient numbers of officials are able to operate administration technology necessary for international competitions.

**BC Athletics Strategic Plan 2008-2012**

<b>2012 END RESULTS</b>		
<b>20 to 25% of BC athletes on National Teams</b>	<b>3 to 5% retention rate - increase</b>	<b>3 to 5% average overall increase in # participants across all levels</b>
<b>2012 STRATEGIC IMPERATIVES / GOALS</b>		
<b>CLUB DEVELOPMENT</b> Enhance and strengthen the club system	<b>PROMOTION AND MARKETING</b> Enhance the visibility and credibility of BC Athletics with its members and stakeholders	<b>MANAGEMENT AND OPERATIONS</b> Enhance organizational resources and systems
<b>2012 Objectives</b>		
<b>Capacity</b> 1. Increase the number of clubs in under-served areas. 2. Support club-based initiatives to develop programming for 15-25 participants. 3. Create program and service templates that enhance club capacity to recruit members and offer programs in all categories (social, recreational, all competition levels, officials, volunteers). 4. Facilitate collaboration among clubs to enhance training opportunities, training facility access, coaching support and officials' development. 5. Support the ongoing development of club management and administration.	<b>Marketing</b> 1. Implement a product development strategy for identified products	<b>Leadership</b> 1. Establish leadership structure and succession plan for board of directors consistent with strategic goals. 2. Establish leadership structure and succession plan for staff consistent with strategic goals. 3. Provide training and development for staff and board.
	<b>Promotion</b> 1. Create a clear and compelling brand for the sport / organization 2. Create an integrated approach to marketing and media campaigns for target populations and sectors: youth, adults, education, and health. 3. Optimize opportunities to profile the success of BC athletes	<b>Revenue Generation</b> 1. Maximize resources available from government funding sources. 2. Optimize opportunities available through project funding to achieve end strategic goals 3. Establish consistent process of seeking funds through foundations and fundraising. 4. Transition sponsorship approach from events-based to integrated benefits-based program
		<b>Technology</b> 1. Enhance web site technology to support marketing strategies, information and reporting and online education. 2. Enhance capacity for automation of information management and reporting
		<b>Partnerships</b> 1. Develop formal relationships with the sport community, and the business, health and education sectors that enhance the capacity of the organization.

**BC Athletics Strategic Plan 2008-2012**

**BC Athletics Strategic Plan: Annual Plan 2008-2012**

**Club Development: Enhance and strengthen the club system**

2012 Objective	2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Capacity</b>							
1 Increase the number of clubs in under-served areas.	Contacting key individuals/ organizations in id zones Set up visits/meetings Club survey on capacity for chg, athlete development and competition hosting	Id of gaps in the chg, athlete dev, comp hosting at the club level Meet with 1 to 2 zones with respect to club dev and affiliation with BCA	Input to the BC Activity Reporter (Legacies Now) for the id of evts, indiv mbrs & clubs by BC zone.	Identification of info through Activity Reporter. Ath Cd Club Dev initiative - input to development	Ongoing dev of strategies to initiate club dev in zone. Intiate contact with groups and events as potential BCA Clubs		Tech Mgrs, CEO, Mgr Mbrship/ Reg
2 Support club-based initiatives to develop programming for 15-25 participants	Look at incentives to support club coaches to attend Prov & Nat'l Chps Look at BC Club Team prog comp opportunities	Personal coaches of BC Team athletes in attendance at Champs Draft Club Comp/League program	New ches for BC Teams. Limited by reduced funding in 2009/10 yr	Call for opportunities for 2011 comp yr. Identification of ches from IPS athlete list	Set out the prog and criteria. Id personal ches who meet criteria. Initiate for 2011 BC Team Prog		Tech Mgrs and Committees
3 Create program and service templates that enhance club capacity to recruit members and offer programs in all categories (social, recreational, all competition levels, officials, volunteers).	Review & input on AC/Br MOU and Club Dev component	AC/Branch MOU finalized and signed off on Circulation of draft club development documents	MOU's put on hold in deference to alt init of 1 Nat'l Strategic Plan. AC Club development strategy being developed	Input to AC Strategic Plan and model. Nat'l planning and AGM/AC Leadership Forums on Strat. Plan initiative	Input to the Nat'l Strategic Plan and specifically the club development initiative.		Tech Mgrs, CEO, Mgr Mbrship/ Reg
4 Facilitate collaboration among clubs to enhance training opportunities, training facility access, coaching support and officials' development.	Club engagement on Indr facility use post 2010. Gathering information on coaching needs at Club, Regional, Prov levels	Continued work on finalizing indoor facility access Draft of proposed facility use	Discussions ongoing with Rich Oly Oval Corp	Input to ROO for T&F facility, equipment, training and comp use	Meeting with possible users of facilities. Indoor trng and comp opportunities initiated		Tech Mgrs, CEO, Mgr Mbrship/ Reg
5 Support the ongoing development of club management and administration.	Id topic areas for AGM / Governance from Clubs Circulate Mgmt wkshop info (Sport BC Governance Workshop program)	Build on AC Club Dev model Implement ongoing prof dev for club executive	AGM Governance Congress presentation on HST for Clubs	Seek topics for BC AGM Governance session	Workshop on Club Growth, Capacity and Increase # of Clubs		Tech Mgrs, CEO, Mgr Mbrship/ Reg



**BC Athletics Strategic Plan 2008-2012**

<b>Promotion and Marketing: Enhance the visibility and credibility of BC Athletics with its members and stakeholders</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Marketing</b>								
2	Implement a product development strategy for identified products	Continued review of BCA products Reference proposals against templates	Development of 2 to 3 sponsorship packages.	H2H, Prov Rd Rg and Reg Rd Rg Series sponsor package developed.	Identifiication of BCA programs and build sponsor packages	Develop 2 to 3 prog sponsor packages. Identify potential sponsors and foundations. Submit proposals		CEO and Committee
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Promotion</b>								
1	Create a clear and compelling brand for the sport / organization	Ongoing from 2008-09	Draft Mktg/Sponsorship plan	Plan development ongoing	Identification of how the BCA and Division Brands are linked and how best they can be used	A strategy set out. A review of the Assoc logo. Athletics vs T&F in the No Am context - review		CEO and Committee
2	Create an integrated approach to marketing and media campaigns for target populations and sectors: youth, adults, education, and health.	Examine the the integrated strategy vs individual prog approach	As finalized - input to the Draft Mktg/Sponsorship plan	On-going development due to Assoc capacity	Cdn Sport 4 Life/LTAD Athletics - use in marketing health, fitness, educ benefits thru sport	BCA strategies have as a core the Cdn Sport 4 Life/Athletics LTAD model		CEO and Committee
3	Optimize opportunities to profile the success of BC athletes	Set out a plan for profiling and promotion of BC Athletes. Link to AC profiles. Pre-olympic leadup strategy	Implementation of the plan Increased media exposure / measured # of articles - establishing a baseline.	Initiated media releases targeted to home cities and towns of BC Team athletes	Identify opportunities for athlete, coach and club promotion	Produce media releases for BC Teams in 2010		CEO and Committee

**BC Athletics Strategic Plan 2008-2012**

<b>Management and Operations: Enhance organizational resources and systems</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Leadership</b>								
1	Establish leadership structure and succession plan for board of directors consistent with strategic goals.  <b>CEO Executive, Staff,, Brd Reps)</b>	Identify areas where immediate change / ehancement is possible Gather information on best practices	By-law change for M & F Athlete Director positions Draft Brd restructuring proposal for presentation to the Brd	Completed	Ongoing Association Governance and Cttee structure review	Restructuring recommendations presentd to the Brd of Directors		CEO, Brd Executive, Staff
2	Establish leadership structure and succession plan for staff consistent with strategic goals.  <b>CEO Executive, Staff,, Bd Reps)</b>	Identify core staff positions Identify possible funding sources/business ventures/ partners Review all job descriptions	Finalize staffing design for implementation by 2011 Solidify funding stream Fill positions as funding comes on stream	On hold because of funding and capacity	Re-initiate the work in this area and identification of poss strategy and funding	Long term (4 yr) funding commitment to initiate BCA prog and admin positions		CEO / Human Resources Committee
3	Provide training and development for staff and board of directors.	Id opportunities for Brd & Staff governance wkshp Review Brd governance practices and best models Review/amend AC/Br MOU Prepare recommendations fo the Brd.	Incorporation of Governance sessions as part of the Club Development initiative for BC AGM/Governance Congress Finalize AC/Br MOU	Participation in prof development sessions by BCA Brd and staff reps. Circulation of opportunities for club leaders	Initiate discussion and review association governance, committee and staff models	A set of recommendations to go before the Brd of Directors for consideration and action		CEO / Brd of Directors
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Revenue Generation</b>								
1	Maximize resources available from government funding sources.	Submissions to 2008/09 levels plus enhanced funding to build capacity	Maintaining 2008/09 funding levels from Govt	Reduced funding from Gaming	To increase funding from Govt	To return to the level of 2008/09		CEO
2	Optimize opportunities available through project funding to achieve end strategic goals  <b>CEO</b>	Report to 2010 LN on CS4L / Athletics LTAD Set out next steps Engage clubs on capacity to implement LTAD	Final phase \$1500 to assist with province-wide LTAD Meet LTAD implementation timelines	Project funding received	Identification of short term funding projects to assist overall BCA programs	Successful in short term project funding		CEO

**BC Athletics Strategic Plan 2008-2012**

<b>Revenue Generation –cont’d</b>							
3	Establish consistent process of seeking funds through foundations and fundraising  <b>CEO</b>	Submit apps to foundations that are a good fit for RJT & other grass roots programs Id other BCA programs that align with foundations.	\$20,000 to \$40,000 for each of 3yrs Prepare submissions for other programs	Legion foundation support for BC & Cdn Champs	Id foundatons and develop submissions	RJT funding / Ongoing Legion support	CEO
4	Transition sponsorship approach from events-based to integrated benefits-based program  <b>CEO</b>	Review of BCA prog and sponsorship Align possible sponsorship with values of BCA and the specific programs	Draft of integrated sponsorship packages	Ongoing work to develop sponsor packages	Continued work to develop integrated / multi-tiered benefit sponsorship packages	Finalize sponsor packages and presentation to identified sponsors	CEO

**BC Athletics Strategic Plan 2008-2012**

<b>Management and Operations: Enhance organizational resources and systems - continued</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Technology</b>								
1	Enhance web site technology to support marketing strategies, information and reporting and online education.	Wkshop to gather the mbrship needs for redevelopment of the BCA website.	A draft proposal for an updated BCA website	Discussion with poss site host. Further dev on hold due to funding and capacity	Re-iinitiate website and other social media initiative as part of BCA Comm Strategy	Plan for a redeveloped BCA websit		CEO. Staff, Brd reps
2	Enhance capacity for automation of information management and reporting	Discussion with web and information hosts companies on desired outcomes, strategies and cost	Draft recommendations on moving forward with integrated and enhance information system - capacity dependent	Ongoing as a result of annual reporting needs for funding partners	New consultation with Govt, AC and non-govt agencies on reporting needs and direction	Information and reporting system to meet the needs for info and reporting		CEO. Staff, Brd reps
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Partnerships</b>								
1	Develop formal relationships with organizations and groups in the sport community and business, health and education sectors that enhance the capacity of the organization <b>(CEO)</b>	Discussions with PSO's delivering similar programs (Para-Athletics) and look at ways of inclusion. Look at health delivery agencies and examine possible partnerships.	Participation in Govt wkshop on Para inclusion/integration with able bodied sport Road map of provincial integration/inclusion of Para-Athletics	Participation in AC-Paralympic Prog mtg. Initiate formalizing BC/WC Athletics in BC Champs and Programs	Meet with BC/WC Athletics re: evts as part of the BC Athletics Championships Jamboree. Further integration of Para-Athletics in BCA Club programs	BC/WC Champs formalized as part of the BCA Champs. Club inclusion of Para-Athletics as part of Club program. Wkg partnership with AC Para program		CEO

**BC Athletics Strategic Plan 2008-2012**

<b>Coaching: Increase the number of trained and paid coaches.</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Quality of Coaching</b>								
1	Ensure ongoing access to NCCP  (BCA Coaching Education Coordinator)	-- Offer Certification courses in Sport Coach / Club Coach / Competition Development - have BC Ches take the Comp Dev Pilot course in Nov and Dec '09 - Chg Education in Zones in need of more coaches and coach education (zones 1, 2, 6)	- Lv 1 - 4 courses - Lv 2 - 3 courses - Lv 3 - 2 courses - 8 BC Coaches to attend the Comp Dev Pilot Course - Cg Cert Courses held in Zone 1 - Kootenays Zone 2 - Okanagan Zone 6 (North Island) - Vancouver Island	Sport Ch (Lv 1) - 4 Club Ch (Lv 2) - 2 Comp Dev (Lv 3) - 2 Comp Dev pilot successful - 5 ches Courses held in: Port Alberni; Smithers; Nanaimo; Kelowna; Victoria; Langley Athletics Cd - wheelchair throws wkshop - Toronto	Identify needs re BC Summer Games; upcoming WCd & Cd Games. Input to AC policy on Comp Dev presentation scheduling and delivery. Set out dates for courses	Sport Ch - 3-5 courses Club Coach - 2-3 courses National Wkshop ch support Hosting Nat'l/Prov Ch workshop/conference		Chg Educ Coord
2	Implement a comprehensive plan for continuing coaching education.  (Ron)	- Hosting 2009 AC Tech Congress - Presentation of Adv Ch Education as part of Tech Congress and other identified opportunities	- to have 30 BC Coaches attend the AC Tech Congress being held in Vancouver, Nov '09	33 - BC Ches attended AC Tech Congress	Identify coaching confernece opportunities	Support BC Ches to attend conferences Promote those opportunities thru BCA communication Look to host whshops		Chg Educ Coord
3	Identify and provide targeted support to coaching/training event groups.  (BCA Coaching Education Coordinator)	- Training cycle in prep for 2011 WCG (Kamllops) - WCG Training Camps - Set up communications strategy for athletes and ches re WCG 2011	- 2 WCG training camps - develop 2011 WCG athlete//personal ch long list - to have 6 WCG newsletters to Lg List of athletes/personal ches	On hold due to funding. To be determined once funding is announced	Connect with ches of WCG short list re support services and needs for athlete prep	Provide iinformation and support for personal coaches Support athletes with services and prep competitions		Chg Educ Coord
4	Identify and provide targeted support to emerging coaching talent.  (BCA Coaching Education Coordinator)	- Encourage Ches and create incentives for BC Ches to attend the AC Tech Congress - Continued implementation of LTAD/S4Life	- To target up to 10 emerging ches for enhanced support (mentoring/AC Tech Congress) - Indr LTAD implemented	Support provided to BC Ches to attend Tech Congress Events aligned with LTAD dev and Introduced	WCSG - ches of long list of athletes identified Personal ches identified	Personal ches identified and invited to be part of the leadership group for WCSG 2011		Chg Educ Coord

**BC Athletics Strategic Plan 2008-2012**

2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Paid Coaching Positions</b>								
1	Create conditions that cause clubs to establish paid coaching positions.  <b>(BCA Coaching Education Coord)</b>	-- meetings at AC Tech Congress with clubs/ches on professionalizing chg positions - review and present successful club structures	- finalize template as initiated in 2008/09 yr - finalize survey - circuation of survey to clubs and coaches - tabulate information and present to T&F Cmttee and Brd	Ongoing due to funding and capacity	Initiate survey on salaried coaches/ part time paid ches in BC	Knowledge of salaried/part time pd coaches in BC Development of a recommend salary, benefits scale for pd ches		Chg Educ Coord
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Number of Coaches</b>								
1	Expand RJT leadership training to community, ECE and clubs.  <b>(RJT Staff)</b>	Power of Sport Tour thru Sport BC to delivery to non traditional communities and populations. Direct Delivery=Awareness	Increased # RJT wkshps Continued partnership with BC Sports H of F.	68 - direct delivery 6425 -dir del participat 99 Trained Instr 7 NCCP courses 77 NCCP Trained	Initiate new partnerships for RJT direct delivery, training and prog delivery	Confirmed partners Expansion to outlying areas of BC		Chg Educ Coord
2	Encourage retiring athletes to pursue coaching careers.  <b>(BCA Coaching Educ Coord)</b>	- Communicate with recently retired athletes regarding Chg and chg educ - Special wkshop for retired athletes - Plan a Women's only Chg Educ Workshop	- Survey retired identified retired athletes & their interest in chg and chg educ - 1 retired athletes chg educ wkshop - 1 Women's only chg education wkshop	Current athletes trained in RJT and NCCP Coaching Certification	Provide opportunities for RJT and NCCP Coach Training to BC Team Athletes	Communicate with the BC Team athletes Set up opportunities and make them aware of training opportunities		Chg Educ Coord
3	Encourage trained run leaders to pursue coaching education.  <b>(BCA Tech Mgr Rd/XC)</b>	Continued discussions with AC Identify needs of the run leaders	Draft proposal developed for AC and possible use in BC	No progress at AC level for Community Coach (Rd Rg) coach education	Continued discussions with AC Identify needs of the run leaders	Draft proposal developed for AC and possible use in BC		Tech Mgr Rd/XC and Chg Educ Coord

**BC Athletics Strategic Plan 2008-2012**

<b>Athlete Development: Enable the progressive development of athletes</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Run Jump Throw</b>								
1	Improve the confidence level of teacher program leaders. <b>(RJT Staff)</b>	School teacher training in RJT at the elementary school level	Hold 2 Teacher Training workshops - 25 teacher trained	3 sessions - 30 trained teachers	To have teacher training outside the Lower Mainland and Victoria areas	2 sessions for 25 new teachers trained		RJT Staff
2	Improve the linkages between school programs and area clubs.  <b>(RJT Staff)</b>	Continue to develop the linkages and sharing of expertise, facilities and equipment.	Clubs delivering RJT wkshps to schools in their community	Club RJT LFs taught Nanaimo/Pitt Meadows/Victoria/Vancouver / Richmond	Identify agencies to facilitate comm delivery and trng in RJT	Develop connections with Multi-sport Agencies to foster trng and delivery of RJT		RJT Staff
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar 11	Lead
<b>Talent Development</b>								
1	Provide targeted support and recognition to identified athletes.  <b>(Technical Managers, CEO)</b>	Event area grouping Support specific to event group/athletes Survey personal coach needs for athlete support Linking targeted athletes with AC Development Ches	Better and more organized services for BC AAP athletes thru IPS program Improved performances (as referenced against BC Team performance analysis)	Marthon Development added to AAP Performance analysis expanded	Define Performance Stds for 10k & Half Marathon for AAP	Enable developing road runners to be eligible for AAP before progressing to the full Marathon distance		CEO / Tech Mgrs
2	Ensure optimum access by eligible athletes to support services.  <b>(Technical Managers, CEO)</b>	Review the access by athletes in 2009/10 Make recommendations Engage CSCP performance staff to assist in review and recommendations	More scheduled and organized service plan centered around BCAAP and BC Team athletes	Extensive list by PacificSport Reg developed and services provided to athletes	Continuation of the athlete identification and eligibility for services. Id targeted athlete group	Ongoing program Targeted athletes monitored with pesonal ch and BC Athletics staff		CEO / Tech Mgrs
	Improve access to training, competition and ancillary facilities.  <b>(Technical Managers, CEO)</b>	Survey of athlete and coach access through clubs and HP coaches Promotion and recognition of the need for access and services.	Enhanced access to meet the needs of the athletes Identification of the need for improved access or ehanced access	No progress. Moved to next year.	Survey of athlete and coach access through clubs and HP coaches Promotion and recognition of the need for access and services.	Enhanced access to meet the needs of the athletes Identification of the need for improved access or ehanced access		CEO / Tech Mgrs

**BC Athletics Strategic Plan 2008-2012**

2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Retention</b>								
1	Implement membership structure that assures the ongoing involvement of the road racing community  <b>(Technical Manager - Road/XC)</b>	- mbrship review by mbrship sub-cttee - develop enhanced mbrship and benefit mktg package	- Present a mbrship structure and fee proposal - Present a draft mbrship marketing plan for Brd/Mbrship review	Mbrship proposal developed to include Road and Trail plus Mstr stadia and out of stadia	Circulation of new mbrship types Input to the CMAA/AC proposed mbrship union	Implementaton of new BCA Mbrship types Development of an AC/CMAA workable mbrship agreement		All staff
2	Implement a coherent strategy to retain 15-25 year old participants.  <b>(Technical Managers, Sam, CEO)</b>	Layout the competition pathway Look at alignment with LTAD	Competition program in line with LTAD Finalize athlete pathway - competition and alternatives in Athletics	Midget and Yth adjustments approved for 2010 yr	Implementation of new comp model for midget and youth	Increased participation Feedback from athletes and coaches Adjustments as necessary		All staff
<b>Competition: Ensure strong provincial competition system for all ages and abilities</b>								
2012 Objective		2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
<b>Increase Number</b>								
1	Foster collaboration among clubs that causes increased availability of local competitions.	- apply best practices across all Reg Series - to engage Race Dir to input to the Rd Race Dir Manual - secure major event dates for T&F, XC, Rd Rg thru to 2010 to 2012	- Increased participation in regional series - Complete 1st draft of Rd Race Dir Manual - To have in place a Calendar of major events and others where poss to 2012	Growth in Reg Series 1st drafts of Cal of Evts out in Oct Medical guidelines re sanctioning completed and approved.	Race Etiquette - discussion and consideration Officiating guidelines for Rd Races - review and discussion	Develop race etiq doc Non-Stadia Officiating guidelines - input Increase series & indiv event participation		CEO / Tech Mgrs
2	Introduce new competition models that are consistent with LTAD and parent/youth friendly	Incorp RJT/Hershey events as part of the direct delivery and insstructor training Review/modification of JD Comp Program	RJT/Hershey events held Finalize the JD competition program with Athletics LTAD events/tech stds	Implementation of a phased in approach to LTAD events	Finalize Jnr Dev Track Events re LTAD model thru Cttee and Brd process	Approval of the new event structure.		CEO / Tech Mgrs



**BC Athletics Strategic Plan 2008-2012**

<b>Competition: Ensure strong provincial competition system for all ages and abilities – cont'd</b>								
<b>2012 Objective</b>		<b>2009-10 Tactics</b>	<b>2009-10 Target Result</b>	<b>End Result Mar '10</b>	<b>2010-11 Tactics</b>	<b>2010-11 Target Result</b>	<b>End Result Mar '11</b>	<b>Lead</b>
3	Encourage and support hosting of national and international level competitions.	- Seek clubs to bid for Nat'l Champs - Provide information on possible Nat'l Champ opportunities and reqm'ts - Assist with the preparation of bid docs - Identify possible partners in Champs hosting	- Bids submitted for identified Nat'l Champs - Secured support for the hosting of Nat'l Champs - Have 1 to 2 representative opportunities scheduled for 2010	Vancouver Int'l Marathon awarded Cdn Marathon Champs but declined	Encourage clubs to bid for National Championships Continue support for the PacifiCanda Series	Awarding of Nat'l Champs to BC Successful PacifiCanada Int'l TF Series		CEO / Tech Mgrs
4	Encourage and support the establishment of new competition series.	-review criteria for Series Funding - identify possible New Series (XC, Trail, Mtn)	-establish a set of criteria for Series Funding - draft agreements for existing and new Series	Introduction of Prize money for BC Rd Rg Championships	Review of the Series Grant prog - Rd, XC, TF	Develop/update Series Grant policy		Rd/XC - MW
<b>2012 Objective</b>		<b>2009-10 Tactics</b>	<b>2009-10 Target Result</b>	<b>End Result Mar '10</b>				<b>Lead</b>
<b>Extended Season</b>								
1	Establish conditions that result in an extended season of competition opportunities for track and field and cross-country running.	- initiate discussions with the evt organizers of non-sanctioned series - XC discussion as part of the Calendar Congress - Dev strategy to sanction Trail and Mtn Rg Evts/Series - Dev a strategy for increased XC participation from Trail/Mtn Rg	- Initiate the sanctioning of non-sanctioned Series events - have established the plan for an extension of the 2010 XC season - Increased participation in the BC XC Champs	Ongoing - moved to next year	- initiate discussions with the evt organizers of non-sanctioned series - XC discussion as part of the Calendar Congress - Dev strategy to sanction Trail and Mtn Rg Evts/Series - Dev a strategy for increased XC participation from Trail/Mtn Rg	- Initiate the sanctioning of non-sanctioned Series events - have established the plan for an extension of the 2011 XC season - Increased participation in the BC XC Champs		Tech Mgrs Rd/XC & TF

**BC Athletics Strategic Plan 2008-2012**

<b>Competition: Ensure strong provincial competition system for all ages and abilities – cont'd</b>								
	2012 Objective	2009-10 Tactics	2009-10 Target Result	End Result Mar '10	2010-11 Tactics	2010-11 Target Result	End Result Mar '11	Lead
	<b>Officials</b>							
1	Ensure sufficient numbers of officials are available for all levels of competition.  <b>(Officials Committee)</b>	Target zones 6, 7, 8 for officials recruitment & trng	Increase trained and registered # of officials in these Zones.	Officials Training for PG BC Srs Games Vancouver Isld Officials training as part of VIAA T&F Club meets	Initiate for Club hosted Introductory Officials workshops Encourage upgrading Provide incentives for upgrading Continue the Officials mentoring prog	Increased number of Officials Trng courses/session held Provide support to Officials for out of prov travel for evaluations Provide bursary support to qualifying officials for upgrading		Officials Committee and BCA Staff
2	Ensure sufficient numbers of officials are able to operate administration technology necessary for international competitions.  <b>(Officials Committee)</b>	Finalize the T&F meet directors handbook Support for Officials Lv 1 & 2 to assist in travel for upgrading Commitment to school and non-club events	T&F Meet Directors Manual published.posted on website Increased # of Officials Increased wk with school and special events	Manual completed and posted Increased # of Officials Expanded school meet officiating	Provide training for use of Technical devices, software Training for Officials and Rule updates for Para-athletics	Provincial workshop for Technical software, timing and measuring devices Training for Para-athletics officiating		Officials Committee and BCA Staff