

BC Athletics Strategic Planning

Preamble to the BC Athletics Draft Strategic Plan – Setting the Environment

This document outlines areas that the BCA Strategic Planning Committee (2005) has identified as needing to be addressed in the final draft of the Strategic Plan. This outline does not, however, preclude the addition of areas that may be seen as important for programs and divisions of BC Athletics or are important to the whole association.

The Planning Committee has analyzed the Athletics Canada Strategic Plan paying close attention to the Vision 2020 statements and the multi-year plan and has concluded that the guiding principles of this document reflect the BCA Mission Statement and hence we find the ACTIONS that Athletics Canada has developed to facilitate attaining their vision worthy of our consideration.

The Athletics Canada Strategic Plan can be found at: <http://www.athleticscanada.com/article.asp?id=2274>

Several important factors have been identified that facilitate achievement of the above-mentioned requirements. A harmonious relationship between BC Athletics and its membership, characterized by mutual respect and a willingness on the part of all parties to work effectively for the development and promotion of Athletics at all levels. Factors to enable this include visionary leadership, communication and association unity that advocates for the sport and which promotes athlete involvement at all levels. Leadership at all levels must manage effectively and transparently, thereby promoting a culture of confidence. And finally, attainment of financial self-sufficiency allows the organization to fully follow its chosen path.

In developing a new Strategic Plan there is value in reviewing the current plan, strategies and activities so as to analyze what has worked what hasn't. The new plan will no doubt reflect many of the ideas developed in the past; hence knowing previous outcomes will assist future goal-setting.

The BC Athletics Strategic Plan 2001 to 2005 can be found at: <http://www.bcathletics.org/main/pdf/strategicplan20012005.pdf>

The Planning Committee feels that it is critical that the new plan insure that it identifies who is responsible for the development, monitoring, and reporting of the Strategies, Actions and Activities of each section of the Plan so as to be able to recommend adjustments and ensure success. Accordingly, when devising our strategies, take into consideration the ACTIONS that Athletics Canada feels are critical for success and develop a plan for monitoring results, including the people (or bodies of people) who will ensure success.

**BC Athletics Strategic Plan
Draft - Foundation Components and Critical Elements**

Foundation Components

1.0 Athlete / Participant Development

Guiding Statements have been developed for each of the Foundation Components in an effort to help frame the Critical Elements of each of the Foundation Components:

Guiding Statements for Athlete / Participant Development:

- A well-rounded program should include components that promote broad-based levels of participation
- Programs to promote the participation in Athletics – at all ages and all levels
- The components should be integrated to encourage athletes to develop to their fullest potentials while remaining in our system
- Programs should link with schools and colleges and be capable of assisting athletes from other sports transition into Athletics
- The quality, number and accessibility of facilities should be consistent with the need of participating (recreational), developing, elite, and AWAD athletes groups
- Year round access to development programs for participant (recreational) group, the developing, elite and AWAD athlete groups
- Establish working model to integrate high school-university-club programs
- Provide sufficient opportunities at all levels to meet the needs of all participants
- Provide viable alternative for Canadian athletes attending US schools for university years
- Establish a tracking system that follows identified athletes during their development
- Accessibility to competition opportunities and training facilities for participant (recreational), development, elite and AWAD athlete groups
- There are programs of financial support, medical and sport science support, designed to integrate into any high performance program delivered at the provincial level

2.0 Competition / Participation Program

Guiding Statements for Competition Program:

- Programs should provide for sufficient competition and participation opportunities for the optimum development needs at all athlete and participant levels
- Competition/Participation programs that attract a maximum number of athletes/participants at all levels
- Competition/participation programs that are athlete/participant and spectator friendly
- Programs should encourage spectator involvement.
- Programs should provide for athlete/participant recognition as part of a retention and promotion strategy
- Competition/Participation programs to provide for the needs of practical training, evaluating, mentoring and upgrading of officials
- Competition/Participation programs that have well-trained, highly motivated officials who excel at providing a fair playing field.
- Provide for competition/participation opportunities that are accessibility for all
- Programs to provide enhanced athlete assistance for training and competition opportunities
- Team competition programs that are developmental, preparatory and end point focused for identified age groups

3.0 Officials

Guiding Statements for Officials

- Provide for recruitment, training, retention of highly qualified group of officials, operating at both provincial and national/international level
- Promote leadership, internal communication, mentoring system within the officiating discipline
- Programs for officials that provide for a province-wide integrated education and training
- Programs for the recognition of officials as a strategy of retention and promotion

4.0 Coaching

Guiding Statements for Coaching

- Athlete success is accelerated by exposure to sound coaching.
- Programs to attract, train and retain a sufficient numbers of coaches needs of athletes/participants at all levels in B.C
- Integrated development programs for coaches at all levels must be in place and readily accessible.
- Programs to encourage coaches to work together, networking to share knowledge and working in harmony towards one common end: saturating athletes with knowledge and maintaining their physical well-being.
- Develop models that will assist clubs to provide for remuneration packages for full and part time coaches
- Allow for seamless coaching programs that would permit recognised athletes from different clubs to participate in nationally approved training programs
- Provide integrated system to educate coaches in developing scientific theories, innovative training, and exploiting of fiscal opportunities

5.0 Organizational Capacity

Guiding Statements for Organizational Capacity

- Provision of a sound financial structure for the Provincial organization
- Participation and collective involvement of the organization's stakeholders in its financial viability
- Provision of support to meet the program/athlete/participant needs of the organization
- Provision of integrated, effective and seamless systems that provide for the needs of the stakeholders and the organization
- Strong and effective club structure in the organization
- There is a constant and uniform perception and support for what the Provincial organization is endeavouring to achieve
- There is accountability in all areas of the organization to the stakeholders
- There is effective and timely communication with all stakeholders (internal and external)
- There is effective promotion of Athletics and all of its divisions and disciplines

Critical Elements																			
	Those critical elements in each foundation component essential for the success.																		
1.0	Athlete / Participant Development																		
			Goal Statement for Athlete/Participant Development																
			<ul style="list-style-type: none"> To institute a well founded system and infrastructure for the development and participation of athletes/participants at all levels and to devise and implement programs from participation to podium. 																
			Critical Elements for Athlete/Participant Development																
	1.1	Program Leadership																	
	1.2	Participation / recreational participant program																	
	1.3	Track Rascals and Run Jump Throw Participation program																	
	1.4	Junior Development (9 to 15) Athlete Program																	
	1.5	Provincial Midget (14/15) Athlete Program																	
	1.6	Provincial Juvenile / Youth (16/17 or 15 to 17) Athlete Program																	
	1.7	Provincial Junior Athlete Program																	
	1.8	Provincial Espoir and Developing Athlete Program																	
	1.9	Provincial Senior Athlete Program																	
	1.10	Provincial Masters Athlete Program																	
	1.11	Provincial AWAD (Athletes with a Disability) Program - in consultation with the BC Paralympic / Disabled Sport Associations																	
	1.12	Athlete Services - e.g. AAP (Athlete Assistance Program); PacificSport Gold, Silver, Bronze Card program																	

2.0	Competition / Participation Program													
		Goal Statement for Competition/Participation Program												
		<ul style="list-style-type: none"> To ensure that there are sufficient competition and participation opportunities at all levels for athletes/participants through the hosting of local to international events in British Columbia. 												
2.1	Track & Field and Walks													
		Sub Goal for Track & Field and Walks Development												
		TO BE DEVELOPED												
		Critical Elements for Track & Field and Walks Development												
		2.1.1	Provincial Masters Championships											
		2.1.2	Provincial Senior Championships											
		2.1.3	Provincial Junior Championships											
		2.1.4	Provincial Juvenile / Youth Championships											
		2.1.5	Provincial Junior Development Championships											
		2.1.6	BC Summer Games and Alternate Summer Games Program											
		2.1.7	Regional Championship Program											
		2.1.8	National Series											
		2.1.9	Provincial Series											
		2.1.10	Regional Series											
		2.1.11	Club Domestic Competition/Participation Program											

	2.2	Road Running												
		Sub Goal Statement for Road Running Development												
		***TO BE DEVELOPED												
		Critical Elements for Road Running Development												
		2.2.1	Provincial Masters Championships											
		2.2.2	Provincial Senior Championships											
		2.2.3	Provincial Junior Championships											
		2.2.4	Regional Championship Program											
		2.2.5	Provincial Series											
		2.2.6	Regional Series											
		2.2.7	Club Domestic Competition/Participation Program											
		2.2.8	BC Winter Games Program											
	2.3	Cross Country												
		Sub Goal Statement for Cross Country Development												
		***TO BE DEVELOPED												
		Critical Elements for Cross Country Running Development												
		2.3.1	Provincial Masters Championships											
		2.3.2	Provincial Senior Championships											
		2.3.3	Provincial Junior Championships											
		2.3.4	Provincial Juvenile / Youth Championships											
		2.3.5	Provincial Junior Development Championships											
		2.3.6	Regional Championship Program											
		2.3.7	Provincial Series											
		2.3.8	Regional Series											
		2.3.9	Club Domestic Competition/Participation Program											

	2.4	Paralympic												
		Sub Goal for Paralympic Athletics Development												
		***TO BE DEVELOPED												
		Critical Elements for Paralympic Athletics Development												
		2.4.1	Provincial Disability Sports Championships for:											
			Wheelchair											
			Blind											
			C/P - Sportability											
			Amputee											
			Deaf											
			Special Olympics											
		2.4.2	Club Domestic Integrated Competition/Participation Program											

3.0	Officials													
		Goal Statement for Officials Development												
		<ul style="list-style-type: none"> To ensure that there is an adequate number of qualified and trained officials to meet the expanding needs of the competition and participation programs. 												
		Critical Elements for Officials Development												
	3.1	Recruitment and Retention												
	3.2	Training and Upgrading (Includes Mentoring and Clinics)												
	3.3	International Experience												
	3.4	National Experience												
	3.5	Inter-Provincial Experience												
	3.6	Provincial Experience												
	3.7	Regional Experience												
	3.8	Club Experience												
	3.9	Communication												
	3.10	Officials Leadership (BC Athletics Staff Assistance)												

4.0	Coaching													
		Goal Statement for Coaching Development												
		<ul style="list-style-type: none"> To ensure that there are an adequate number of trained, qualified and certified coaches to meet the needs of clubs and individual athletes/participants in Athletics. 												
	4.1	Coaching Certification												
		4.1.1	NCCP delivery format											
		4.1.2	CBET delivery format											
	4.2	Coaching Development (non certification programs)												
	4.3	Coaching Recruitment and Retention												
	4.4	International Experience												
	4.5	National Experience												
	4.6	Inter-Provincial Experience												
	4.7	Provincial Experience												
	4.8	Regional Experience												
	4.9	Club Experience												
	4.10	Communication												
	4.11	Coaching Leadership (BC Athletics Staff Assistance)												

5.0	Organizational Capacity													
		Goal Statement for the Development of Organizational Capacity												
		<ul style="list-style-type: none"> To establish and ensure the ongoing capacity of B.C. Athletics to meet the program needs of all member clubs and stakeholders. 												
	5.1	Administrative Systems												
	5.2	Budget Growth												
	5.3	Marketing (Sponsorship and Fundraising)												
	5.4	Public Awareness and Promotion / External Brand Management												
	5.5	Stakeholder Communications and Promotion / Internal Brand Management												
	5.6	Membership Confidence												
	5.7	Recognition and Rewards Program												
	5.8	Governance												
	5.9	Club Development												
	5.10	Cultural Outreach												
	5.11	Women / Parents in Athletics												