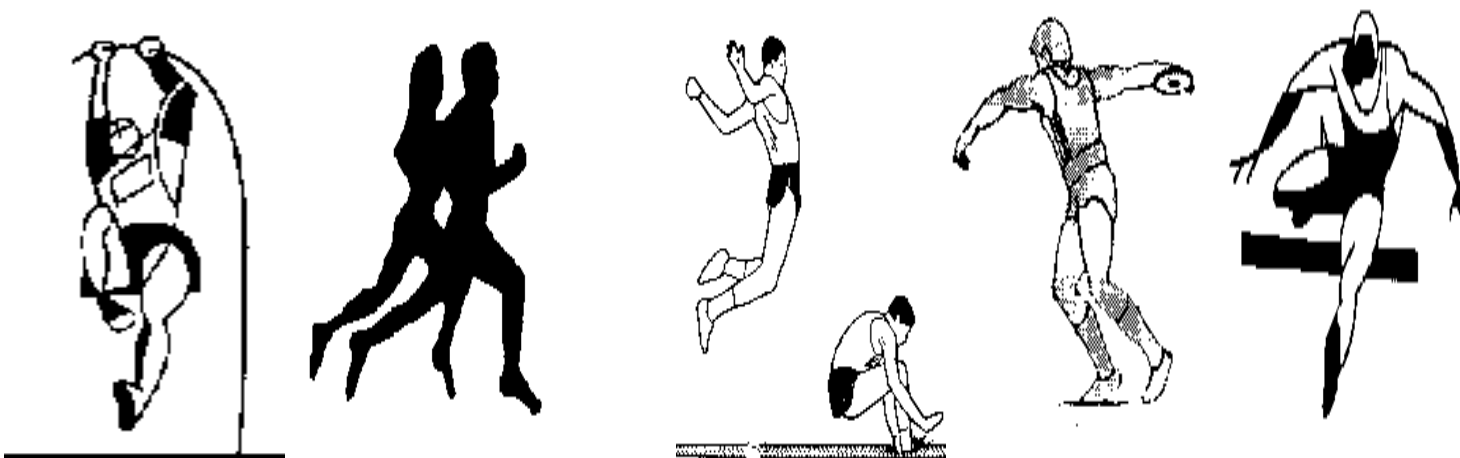




STRATEGIC PLAN 2001 - 2005



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

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BC Athletics Strategic Plan 2001 –2005

BC ATHLETICS - 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.

This document is our 2001-2005 Strategic Plan. It will provide the basis for the continuing development of Athletics throughout B.C.

The following elements are contained in the plan:

- Our Vision Statement for B.C. Athletics.
- Our Values Statement which provides the values upon which B.C. Athletics operates.
- 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 Strategic Plan theme which is "Growth".
- Our three measurable Macro Goals supporting the theme of Growth and supporting the Vision and Value statement of B.C. Athletics.
- Activities that will be completed over the next four year to achieve the goals.

This Strategic Plan will be monitored on an on-going basis. Results to year end will be presented at each Annual General Meeting of the Association.

We thank 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 B.C.

BC Athletics Strategic Plan 2001 –2005

BC ATHLETICS – Vision, Values, Missions Statements

The essential components of an effective Strategic Plan include a statement of the vision which motivates the organization; a statement of the values in which the organization believes and which govern its conduct; a Mission Statement; the Theme of the Plan; the setting out of the goals to be achieved; the Objectives that support the achievement of the goals; the Activities to be employed to meet the objectives; and the Monitoring and Review mechanisms which the organization will use to determine if it is on track towards achieving the stated goals. With these in place, the annual objectives to be met can be established and the Strategic Plan can become the guiding document for the Membership, Board, Committees and Staff of BC Athletics.

B.C. Athletics is the provincial organization which, as a member branch of Athletics Canada, has the responsibility of exercising control over the sport of athletics in British Columbia. 'Athletics' comprises all the elements of Track & Field, Road and Cross Country Running, Marathon and Ultra Running and Race Walking. In some of these areas, it is the sole authority; in others, it works in conjunction with other partners, such as the various Schools Associations.

VISION STATEMENT

The vision which B.C. Athletics has for the sport of athletics can be stated as a simple variation of the Olympic motto: "Citius. Altius. Fortius."

This means that the endeavours of the organization are focused on the vision that, as a result of all its efforts, each individual athlete, of whatever age or level of ability, will be perform –
"Faster! Higher! Further!"

BC Athletics Strategic Plan 2001 –2005

VALUES STATEMENT

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.

BC Athletics Strategic Plan 2001 –2005

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 its various members achieve the success for which they strive and to which, through their own efforts, they are entitled.

MISSION STATEMENT

Arising from the statements above, the mission of B.C. Athletics is:

'TO PROMOTE AND ENCOURAGE THE PURSUIT OF EXCELLENCE BY CREATING OPPORTUNITIES FOR SUCCESS AT EVERY LEVEL IN THE SPORT OF ATHLETICS'

BC Athletics Strategic Plan 2001 –2005

Mission Statement

TO PROMOTE AND ENCOURAGE THE PURSUIT OF EXCELLENCE
BY CREATING OPPORTUNITIES FOR SUCCESS AT EVERY LEVEL
IN THE SPORT OF ATHLETICS

Theme:

Growth



GOALS



**INCREASED
PARTICIPATION
& OPPORTUNITIES**

**INCREASED
RESOURCES**

- Financial
- Goods
- Services

**INCREASED PROFILE
& PROMOTION OF
ATHLETES**

BC Athletics Strategic Plan 2001 –2005

GOALS

INCREASED PARTICIPATION & OPPORTUNITIES

INCREASED RESOURCES

- Financial
- Goods
- Services

INCREASED PROFILE & PROMOTION OF ATHLETES

OBJECTIVES



- **Individual Memberships**
 - Increase total by 100% (excluding day of event)
- **Sanctioned Events**
 - Increase by 25%
- **School Memberships**
 - Increase by 25%
- **Participation**
 - Increase by 50%
- **Member Clubs**
 - Increase by 25%



- **Marketing & Fundraising**
 - Increase cash sponsorship by 40%
- **Reserve Fund**
 - Increase by 100%
- **Goods and Services**
 - Increase sponsorship by 40%
- **Foundation**
 - Establish and raise \$20,000



- **Hosting**
 - To encourage, facilitate & promote hosting international events
- **Championship Promotion**
 - Design & implement campaign
- **Member Profiles**
 - Establish for top individuals
- **Promotional Campaign**
 - Design & implement



BC Athletics Strategic Plan 2001 –2005

ACTIVITIES



Individual Memberships

- Review current membership types: fees, structure, information & services
- Establish program for 6-8 year olds
- Target Specific geographical areas
- Include membership as part of fee for clinics & workshops
- Target possible client groups - i.e. adult road runners
- Identify & promote value for membership
- Establish “BC Athletics Week” to promote club membership



Marketing & Fundraising

- Establish & execute a marketing plan relating to: events, athletes & merchandise
- Institute annual fund raising programs
- Investigate planned giving



Hosting

- Encourage clubs to bid for National Championships
- Facilitate & support existing International Meet Series
- Examine the opportunities to co-host international events: i.e. World Cross Country, World Road Running etc.
- Promotion of international events through media releases & campaigns to raise awareness & interest



BC Athletics Strategic Plan 2001 –2005

ACTIVITIES



Sanctioned Events

- Establish dialogue with organizers of non-sanctioned events to promote sanctioning
- Connect with clubs as to hosting more sanctioned events
- Review the BC Athletics Championship program relative to expanding opportunities i.e. relays
- Encourage club dual meets
- Establish leagues
- Promote event specific all comers meets



Reserve Fund

- Assure excellent fiscal management
- Increase the year end surplus
- Budget to increase annual contribution to the reserve fund



Championship Promotion

- Media releases
- Athletes profiles
- Results
- Follow-up
- Package BC Athletics Championship presentations
- Meet schedule planning



BC Athletics Strategic Plan 2001 –2005

ACTIVITIES



School Memberships

- Improve communication with schools
- Provide school specific workshop
- Proactive approach to school/school districts re: T&F clinics as professional development days
- Promotional campaign targeted at schools with respect to dollar value of involvement with BCA
- Direct contact with school club athletes i.e. through BCA Record & Calendar of Events



Goods and Services

- Identify needed goods & services as related to or targeted at: events, office, athletes, coaches and officials
- Establish & execute a marketing plan to obtain the goods & services required



Member Profiles

- Design an athlete profile form & circulate for feedback
- Edit & post on the website
- Set up strategy to maintain & update profiles



BC Athletics Strategic Plan 2001 –2005

ACTIVITIES



Participation

- Establish a promotional Campaign with information for BC Athletics/Club Programs
- Increase the opportunities to access and participate in programs
- Identify through demographics where to access those who could take part in Athletics
- Promotion through Community Recreation agencies
- Increase the efficiency and attractiveness of competitions



Foundations

- Explore the establishment of an independent foundation
 - a. Establish a Board of Directors for the foundation
 - b. Establish a constitution & by-laws
 - c. Establish operating guidelines
- Explore the involvement with an existing foundation i.e. Vancouver Foundation
- Establish a strategy for obtaining contributions to the “BC Athletics Foundation”



Promotional Campaign

- Brochure development for:
 - a. Age groups
 - b. Coaching
 - c. Officials
 - d. Clubs
- Provide a promotional poster for clubs
- Provide a promotional poster for events



BC Athletics Strategic Plan 2001 –2005

ACTIVITIES



Member Clubs

- Review & revise the club development information package-post on the website
- Target non-registered clubs-create dialogue and promote advantages of membership
- Target geographical areas where club development is needed
- Promote club & club activities on BCA website
- Review club membership types i.e. societies
- Promote benefits of club membership



BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

INCREASED PARTICIPATION & OPPORTUNITIES

Calendar Year Indicators	1999	2000	2001	2002	2003	2004	2005
		Target/ Actual	Target/ Actual	Target/ Actual	Target/ Actual	Target - Actual	
1. Individual (Annual) Mbrships	Baseline	Actual	Actual	Actual	Actual	Actual	Goal -
▪ Jnr Development (9-15)	1184	1381/1317	1578/1372	1775/1573	1972/1266	2169 - 1300	2368
▪ Juvenile 16-17)	243	283 - 209	323 - 237	363 - 245	403 - 233	443 -282	486 -
▪ Junior (18-19)	125	146 - 134	166 - 134	186 - 137	206 - 133	226 - 113	250 -
▪ Senior (20 +)	254	296 - 203	338 - 218	380 - 211	422 - 224	464 - 233	508 -
▪ Master (40 +)	384	448 - 360	512 - 356	576 - 372	640 - 360	704 - 390	768 -
▪ Adult Recreation (20 +)	314	366 - 277	418 - 291	470 - 270	522 - 272	574 - 263	628 -
▪ Supporting/Fitness	323	377 - 430	431 - 469	485 - 575	539 - 769	593 - 814	646
▪ BC Summer Games/Alt				- 81	n/a	99	
▪ Participation (6-8 yrs)				- 101	- 83	114	
▪ Associate (club exec)	154	179 - 155	204 - 181	229 - 210	254 - 197	279 - 214	308 -
▪ Coach	252	294 - 261	336 - 240	378 - 269	420 - 228	462 - 219	504 -
▪ Official	60	70 - 76	80 - 89	90 - 95	100 - 94	94 - 90	120 -
Sub Total: Annual Target / Actual / Goal	3293	3894/ 3422	4391/ 3588	4940/ 4139	5489/ 3858	6038/ 4131	6586 -
Annual Increment: Target / Actual		+549/+129	+549/+166	+549 - +551	+549/ -281	+549/ +273	+549 -
▪ Day of Event							
- Road Running	64,906	72,148	71,786	74,646	80,897	77,347	
- Track & Field	1,823	1,654	1,094	1,684	957	1,292	
- Cross Country	911	784	853	1,112	422	832	
- Race Walking	5	86	32	31	28	21	
Sub Total: Day of Event	67,645	74,672	73,765	77,473	82,304	79,480	

BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

INCREASED PARTICIPATION & OPPORTUNITIES

Fiscal Year Indicators	1999 Baseline	2000	2001	2002	2003	2004	2005
2. Sanctioned Events		Target - Actual	Target - Actual	Target - Actual	Target - Actual	Target - Actual	Goal - Actual
▪ Road Running	103	107 -91	111 – 79	115 - 97	120 - 78	125-84 Evts (140 races)	130
▪ Track & Field	69	72 - 71	75 – 60	78 - 67	81 - 70	84 - 75	86
▪ Cross Country	40	42 - 28	44 - 32	46 - 41	48 - 31	49 - 43	50
▪ Race Walk	1	2 - 4	3 - 5	4 - 2	5 - 3	6 - 2	8 (800 %)
3. School Memberships							
▪ Schools	410	427 - 301	444 - 212	461 - 499	478 - 191	495 -206	512
▪ Individuals	129,929	135,329 – 100,443	140,729 - 66,495	146,129 - 152,601	151,529 - 67,618	156,929 - 58,376	162,400
4. Sanctioned Evt Participation							
▪ Road Running	67,049	75,427	77,373	81,613	91,654	82,194	
▪ Track & Field	4,917	14,163	11,599	13,159	14,476	14,487	
▪ Cross Country	1,118	3,226	2,725	3,558	2,756	3,577	
▪ Race Walk	25	90	42	54	58	27	
Total Event	73,109	92,906	91,697	98,384	108,944	100,045	
Total – Participation + School Mbrs	203,038	219,038 - 193,349	235,038 - 158,234	251,038 - 250,985	267,038 – 176,562	283,038 - 158,421	300,000
5. Clubs							
▪ Registered	60	62 - 64	64 - 69	66 - 69	69 - 69	72 - 69	75

BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

INCREASED PARTICIPATION & OPPORTUNITIES

Fiscal Year Indicators	1999 Baseline	2000	2001	2002	2003	2004	2005
Camps/Clinics/Workshops							
▪ Athletes					2 - W Cd G 1- XC 1- Endur/Speed 1- Endur Oly Prep 1- End Dev Grp 2 - Rd Rg Perf Clinics	1-Cd Games 1-Wrld XC Prep 1-Club/Reg XC Camp 1-Club/Reg T&F Camp 1-Endur Oly Prep 1-Reg Dev - TGA 2-Rd Rg Perf Clinics 1-Rd Rg Seminar 1-Sportbility Camp	
▪ Coaches					7 level 1 T/F 1 level 2 S/H 1 level 2 Dist 1 level 3 S/R 1 level 3 Dist	3-Level 1 T/F 1-Level 2 Dist 1-Level 3 Dist 3-Course Conductor Trng 2-RJT Nat'l Trng 1-AC Tech Congress 1-HP Strength/Cond 2-Club Clinic series	
▪ Officials					3 level 1 3 level 2	6-Nat'l Evt Discpl 6-Prov/Nat'l Mentorships 2-Level 1 2-Level 2	
▪ Event Management					0	1-Rd Course Measurement	
▪ Club Development					0	1-Club/Int. Reg Ctre Forum	
Total C/C/W					25	42	

BC Athletics Strategic Plan 2001 –2005

Performance Indicators GOAL INCREASED RESOURCES

Fiscal Year Indicators		2001-2002	2002-2003	2003-2004	2004-2005	2005
	Baseline	Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target
1. Marketing & Fundraising						
<i>Cash</i>	\$26,000	28,080 - 24,000	30,160 - 25,570	32,240 – 27,820	34,320 - 36,595	\$36,400
<ul style="list-style-type: none"> • Establish & execute a marketing plan relating to: Events, Athletes & Merchandise 		I.P.	Y – by project	Y – by project	Y – by project	
<ul style="list-style-type: none"> ▪ Institute annual fundraising program 		N	N	N	N	
<ul style="list-style-type: none"> ▪ Investigate planned giving 		N	I.P.	I.P.	On going	
2. Reserve Fund	\$35,400	42,480/ 38,280	49,560/ 3,337	56,640/ 3,398	63,720/ 10,650	\$70,800
<ul style="list-style-type: none"> ▪ Assure excellent fiscal management 		Y	Y	Y	Y	
<ul style="list-style-type: none"> ▪ Increase the year end surplus 		Y	N	N	Y	
Budget to increase annual contribution to the reserve fund		N	N	N	N	
3. Goods & Services	\$24,400	26,240/ 34,075	28,080/ 38,493	\$29,920 / 35,883 est.	\$31,760/ 33,845 (228,885)	\$33,600
Identify needed goods & services as relates to: events, office, athletes, coaches and officials		I.P.	Y – by project	Y – by project	Y – by project	
Establish & execute a marketing plan to obtain the goods & services required		I.P.	Y – by project	Y – by project	Y – by project	

BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

INCREASED RESOURCES

Fiscal Year Indicators	Baseline	2001-2002	2003	2004	2005	2005
		Target/Actual	Target/Actual	Target	Target	Goal
4. Foundation –baseline -	\$00000	\$10,000 offer	12,500 - \$10,000 details pending	15,000 - still pending	17,500 -	\$20,000 -
<ul style="list-style-type: none"> • Explore the establishment of an independent foundation 		Y	Y	Y		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> a. Establish a Board of Directors 		N/A	N/A	N/A		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> b. Establish a constitution & by-laws 		N/A	N/A	N/A		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> c. Establish operating guidelines 		N/A	N/A	N/A		
<ul style="list-style-type: none"> • Explore involvement with an existing foundation i.e. Vancouver Foundation 		Y	Y	Y		
<ul style="list-style-type: none"> • Establish a strategy for obtaining contributions to the “BC Athletics Foundation” 		N/A	I.P. – Priority for 2004	ongoing		

BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

INCREASED PROFILE & PROMOTION OF ATHLETES

Fiscal Year Indicators	2001	2002	2003	2004	2005
1. Hosting					
▪ Encourage clubs to bid for Nat'l Championships	Y	Y		Y	
▪ Facilitate & support existing Int'l Meet Series	Y	Y		Y	
▪ Examine the opportunities to co-host international events: i.e. World Cross Country	Y	Y		Y	
▪ Promote international events - media releases & campaigns to raise awareness& interest	Y	Y		Y	
2. Championship Promotion					
▪ Media releases	Y	Y		Y	
▪ Athlete profiles	N	I.P.	I.P	On hold	
▪ Results	Y	Y	Y	Y	
▪ Follow-up	Y	Y	Y	Y	
▪ Package BC Athletics Championship Presentations	N	I.P.	I.P. – Cross Country Init.	On going	
▪ Meet schedule planning	I.P.	Y	Y	Y	
3. Member Profiles					
▪ Design an athlete profile form & circulate for Feedback	N	I.P.	I.P.	On hold	
▪ Edit & post on the website	N	N	N	N	
▪ Set up strategy to maintain & update profiles	N	N	I.P.	N	

BC Athletics Strategic Plan 2001 –2005

Performance Indicators

GOAL

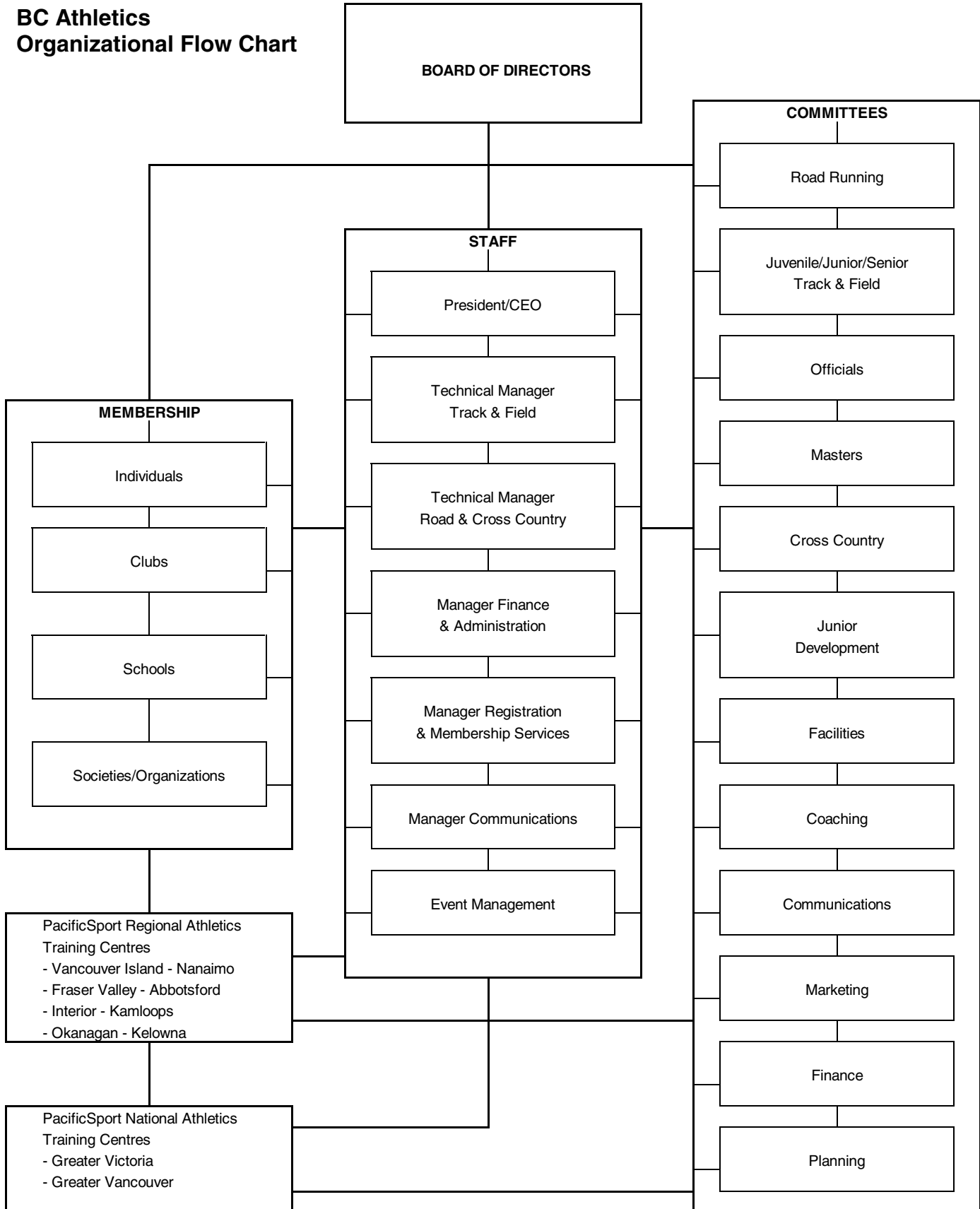
INCREASED PROFILE & PROMOTION OF ATHLETES

Fiscal Year Indicators	2001	2002	2003	2004	2005
4. Promotional Campaign					
▪ Brochure development for:			Project	On going	
a. Age Groups	N	Y	under review.	↓	
b. Coaching	N	Y	Redesign &	↓	
c. Officials	N	Y	information	↓	
d. Clubs	N	Y	Streamline.	↓	
▪ Provide a promotional poster for clubs	N	N	N	N	
▪ Provide a promotional poster for events	N	Y – Int'l Series	Y – BC Rd Rg & PacCd Series	Y – BC Rd Rg & PacCan Series	

APPENDICES

BC Athletics Strategic Plan 2001 –2005

BC Athletics Organizational Flow Chart



BC Athletics Strategic Plan 2001 –2005

BC Athletics Athlete Development and Competition Model										
Competition Levels → *** Age Groups ↓	School / Univ / College	Comm. Based Club	Provincial Championship	Provincial Zone / Region Trials	Provincial Games	BC Team / Team BC	Canada Games / Western Cd Games /Univ & Coll Conf.	National Championship	Cdn Team	Continental & World Championships
40 & over - (5 yr age increments) Masters Age Group		Masters Club Program	BC Masters Championships	BC Senior Games Trials - ages 55 & over	BC Seniors Games	BC Masters Team		Cdn Masters Championships	Cdn Masters Team	North American, World Masters Championship, World Masters Games
20 to 39 Senior Age Group		Senior Club Program	BC Senior Championships			BC Senior Team	Team BC Program - 23 & under Western Cd Games and Cd Games	Cdn Senior Championships	Cdn Senior Team	Olympics World Champs Commonwealth Pan American Francophone NACAC Champs
18 - 25 University / College Age Group	Univ / College Program						Cd West / NAIA Reg / BC/Alta Coll Challenge	CIAU / NAIA National Championships		World Student Games / FISU - ages 18-28
18 - 19 Junior Age Group		Junior Club Program	BC Junior Championships			BC Junior Team		Cdn Junior Championships	Cdn Junior Team	Pan American Junior and World Junior Championships
16 - 17 Juvenile Age Group		Juvenile Club Program	BC Juvenile Championships			BC Juvenile Team		National Legion Championships	Cdn Youth Team	World Youth Championships - ages 16 to 17
9 - 15 Junior Development Age Group		Jr Dev Club Program	BC Junior Development Championships	BC Summer Games Trials - ages 14/15	BC Summer Games/Alt Champs - ages 14/15					
13 - 18 High School Age Group	Sec School Program		BC High School Championships							
9 - 12 Elementary School Age Group	Elem. School Program		Elementary School Champs (unofficial)							
6 - 8 Track Rascals Fun and Participation	Elem. Sch RJT program	Club RJT program								