



## 2019 BC Athletics Annual General Meeting- September 7<sup>th</sup>, 2019

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### Strategic Plan Report and President/CEO Report Brian McC Calder

“Excellence is the gradual result of always striving to do better.” – Pat Riley

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Athletics in British Columbia - success, challenges, change, new initiatives – the heading columns that summarize the results and activities of the last 12 months.

### Athlete Development

#### Athlete Development performance indicators:

1. There is increased school engagement with BC Athletics and member clubs through competitions, coaching education, officials training and grassroots programs – [details in the Membership Report – Sam Collier](#)
  - Increased # of School/District Club athletes as a result of the expansion of the School District Club eligibility to all Zones in the Province.
    - Note: enforcement of the BC High School Sports Rules on mixing athletes representing their School with athletes representing their Club – may present both opportunities and challenges for Club hosted competitions.
  - Outreach coach and grassroots Track & Field and Cross Country programs for Central Interior, Northern BC and First Nations Communities
  - High School focused Whistler Cross Country Camp – through the BC Endurance Project
  - Increased number of sanctioned T&F Competitions

- New competition opportunities – development, performance and high performance levels / linking Road Runners to Track racing
  - Hosting Cdn Championships (10,000m Track Championship)
  - Athlete Education and Training Camps
  - Coach Education linked to Training Camps and Competitions
  - Officials Training linked to Competitions
  - High Performance Event Groups:
    - [BC Endurance Project](#)
    - BC Sprints & Hurdles Project – inclusive of Combined Events athletes
    - [BC Throws Project](#) – inclusive of Combined Events athletes
  - Athlete Development Initiatives – Camps, Conferences, Support Services and Testing, Education/Information Sessions
- 2.** Every club with Track Rascals and Junior Development athletes has links to their local elementary and secondary school programs – [details in the Introductory Programs Report – Sabrina Nettey](#)
- Survey of all schools in British Columbia completed – showing interest in connecting with Community Based Clubs – Information to be rolled out to Member Clubs
  - Club delivered Track Rascals Programs
    - 2019 – 17
    - 2018 – 20
  - Club delivered Junior Development Programs
    - 2019 – 45
    - 2018 – 40
  - Age Group Program for 3 to 5 yr olds in DRAFT Development – to be presented to the Brd of Directors.
- 3.** More events include and promote information on BC Athletics annual individual membership
- limited to inclusion in Event Information
  - more work is needed to market and promote Membership with Clubs and BC Athletics
- 4.** BC has a continually increasing number of athletes named to the all national teams
- BC Athlete representation on Athletics Cd National Teams:
    - 2019 – 16 National Teams – 24.09%
    - 2018 – 22 National Teams – 26.27%
- 5.** BC Team athletes rank in the top two provinces in terms of medals won at each national championship
- Medal count – unofficial – BC is 2<sup>nd</sup> to Ontario
  - Podium Finishes
    - BC Team Programs – percentage of podium finishers– as detailed in the Track & Field and Road/Cross Country Technical Managers Reports:

- Cdn Track & Field Championships (Sr, U20, Para, U18, U16):
  - 70.91% podium finishes by BC Team athletes
- Cdn Rd Championships – Podium finishes by BC athletes:
  - 45.5% - 5k, 10k, Half Marathon, Marathon
- Cdn Cross Country Championships:
  - 27.78% Individual Podium Finishes
  - 83.33% XC Prov Team – 5 of 6 podium finishes

## Technical Leadership

### Technical Leadership success is:

1. Every club has trained and / or certified coaches meeting BC Athletics' minimum coaching standards for all their athletes.
  - This is a BC Athletics Coach Membership requirement to a minimum of:
    - Trained by the 3<sup>rd</sup> yr of Coaching – includes Making Ethical Decisions
    - Certification – Optional and as required for:
      - BC Summer Games Zone Teams
      - BC Teams (inclusive of Cd Games)
      - National Teams
    - Coach Developer Upgrading (formerly Learning Facilitators) – initiated and ongoing
2. A coaching education and development program that provides opportunities for all coaches in every region to continually learn and grow to meet the present and future needs of their athletes - [Details in the Coaching Education Coordinator Report – Jennifer Brown](#)
  - Coaching Education and Professional Development initiatives initiated:
    - Mentorship aligned with competitions - ongoing
    - Coaching Education is all Zones or Regions – planned and initiated
    - Outreach to remote communities and First Nations Communities – initiated
    - Travel and Registration Grants to Conference Registered and Eligible Coaches – initiated and ongoing
    - Coach Education linked to Camps – initiated and ongoing
    - Annual BC Throws Summit – Coaching Education - initiated and ongoing
3. Selected coaching, officiating and event director education and development resources can be accessed online
  - BC Athletics Officials – detailed in the Officials Committee Report – Brian Thomson

- BC Athletics Officials and National Officials Committees – initiated and developed online Levels 1 & 2 Officials Training Workshops
      - Implementation planned for 2020
    - Coaching Education – detailed in the Coaching Education Report – Jennifer Brown
      - Online course development initiated and implemented through Athletics Canada
      - Updating of Sport and Club Coach course material and course requirements (reduced to streamline requirements and provide appropriate learning requirements)
    - Event Directors:
      - Annual Event Directors Conference – initiated and ongoing
      - Online resources – Post Event Directors Conference – posting of presentations
      - Online – BC Athletics website:
        - Resources – Event Directors
      - Sanctioning and Post Event Submissions:
        - Work underway to provide:
          - Online Event Sanctioning Application and Payment process linked to an Online Post Event Reporting and Payment process
4. There is as continually growing group of trained officials appropriate to the growth and standards of events and meets offered
- Trained Officials – detailed in the Officials Committee Report – Brian Thomson
    - Level 1 & 2 Officials Trained:
      - 2019 – 96 – Regions: 1&2; 3,4,5; 6; 7&8
    - National and Specialized Officials Trained
      - 2019 – 18
    - Upgraded
      - 2019 – 35
  - Competitions Officiated
    - 89 T&F competitions
    - Total Participation Days – 1,889
    - Number of Registered Officials – 209
    - Average # of days per Active Official – 9.04
  - Ever Increasing demand on an limited resource of Trained Technical Officials

- Not all competitions have the necessary number of Trained Officials
- 5. An increasing number of younger officials are being trained
  - Recruitment and training of Officials has resulted in a limited number of new Officials, the 2020 initiatives to focus on recruitment and the implementation of Online Training for New Officials
  - Officials Program Staffing:
    - Needed to support the Officials Committee
    - To initiate and facilitate Officials Recruitment and Training of Officials Province-wide.
- 6. The event director development program is fully developed and activated
  - Annual Event Directors Conference in partnership with Triathlon BC – initiated and ongoing

## Competition

### Competition success is:

1. Each region has the capacity to offer quality Track & Field, Road Race and Off-Road events to support the development of all levels of athletes
  - Road, Cross Country & Trail Races – [details in the Road and Cross Country Technical Mgrs Report – Clif Cunningham](#)
    - A moderate upward trend in events and participation in all events (Sanctioned and Unsanctioned)
    - Sanctioned Events – a slight drop (approx 4%) yr over yr 2016 to 2019.
    - BC Championship – competitive finishers – shows an overall moderate increase of 4% over the previous yr
  - Track & Field: - [details in the Track & Field Technical Managers Report – Chris Winter](#)
    - Increase in the number of sanctioned competitions – 13%
    - Introduction of Event Specific High Performance Competitions – 2 in 2019 (Pacific Distance Carnival & Kukri Night at the Races)
    - Hosting of the Cdn 10,000m Track Championships – 2019 & 2020 (incorporated as part of the Pacific Distance Carnival)
    - Harry Jerome International Track Classis – ongoing support
  - Successful Canadian Championship Awards/Hosting/Bid Finalists:
    - National Cross Country Championships - 2019-2020 – Abbotsford
    - Pan American Cross Country Cup – 2020 – Langford/Greater Victoria
    - Canadian Jeux De La Francophonie Games – 2020 – Victoria/Oak Bay
    - Canadian 10,000m Track Championships – 2019-2020 – Burnaby
    - National Track & Field Championships – 2021-2022 – Langley
    - Invictus Games 2022 - Bid Finalist – Victoria

- Observations:
  - Not all Regions have competitions to meet the needs **of all the athletes**
  - More data collection is needed to more effectively identify programs, gaps and opportunities.
- 2. A wider scope of competition formats supports the recruitment, development and retention of athletes
  - Re-Introduction of Event Specific High Performance Competitions
  - Proposed Brd sub-committees to look at both the current competition structure for Track & Field and possible new or alternative formats
- 3. Para athletics participation improves with more events providing quality competitive opportunities
  - Para-Athlete categories are continuing to be included in:
    - Specific Track & Field and Road Competitions hosted by Clubs and Recognized Host Organizations
    - BC High School T&F Championships – limited Para-Athletics events in 2019
    - BC Athletics increased support for Para-Athletes for:
      - BC Athletics Targeted athlete support services (IPS – Integrated Performance Services through CSI-Pacific)
      - BC Team support to National Championships
- 4. Track & Field facility development is a key consideration in all major municipalities in their sport facility planning
  - Details in the [Facilities Report – Brian McCaLder](#)
    - Representation on the City of Vancouver Track & Field Facility Advisory Group
    - Representation on the City of Delta T&F Facility (North Delta Sec Sch) Advisory Committee
    - Engagement as part of the viaSport Sportscape and the identification of Facilities and Infrastructure as key to a robust Sport Tourism initiative – a BC Govt priority within the Sport Sector
    - Facility upgrading and development – 12 Communities – engagement, information, review and recommendations through the BC Athletics Facilities Committee

## Organization Capacity

### Organization Capacity success is:

1. BC Athletics has effectively and efficiently allocated resources to implement the Strategic Plan
  - a. Resources:
    - i. Financial – not sufficient to implement all initiatives identified in the Strategic Plan
    - ii. Human Resources – linked to financial and the availability of individuals to deliver programs
  - b. Data collection

- i. Survey's undertaken
      - ii. Collating of survey data ongoing
      - iii. Implementation of programs and services as identified – ongoing however limited by resources
    - c. Community/Region Commitment:
      - i. Relates to facility development, equipment and infrastructure – positive initiatives to upgrade and build facilities – [see Facilities Report](#)
      - ii. Facility access – identified to Govt as part of the PSO Sportscape – tied to Sport Tourism
- 2. Awareness of and interest in Athletics is continually growing with improved media coverage, strong club growth and an increased schools program
  - a. Membership Growth:
    - i. 2018 – 6556 – increase of 2.34 %
    - ii. 2019 projection - 6700 by Dec 31'19
    - iii. 2018 School, School District Club Members – 160,885
    - iv. 2019 projection – 163,000
  - b. Club Growth: - [see details in the Membership Statistics Report 1995-2019](#)
    - i. Mid to high 70 Clubs per year
      - 1. 2019 – 75
      - 2. 2018 – 74
      - 3. 2017 – 78
- 3. Member satisfaction with BC Athletics and the benefits and services they receive continues to improve each year
  - a. Membership satisfaction survey – not initiated yet
  - b. Benefits and Services – increasing each year. See: [BC Athletics Membership Benefits](#)
- 4. Volunteer retention is high and volunteer positions are filled with people having the right skill set and training for the role
  - a. Board of Directors and BC Athletics Committee Members
    - i. Challenge to recruit qualified volunteers to fill some of the positions
    - ii. Volunteer retention is strong at the Club, Coach and Official levels of Athletics
    - iii. Recruitment strategy would be beneficial to develop and implement – for the Board of Directors, Committees and Roles within Athletics – i.e. Officials, Coaching, Club Executive
- 5. The association has strong leadership demonstrated through organizational excellence and growth of the sport
  - a. The Board of Directors provides effective oversight on Policies and Management of the Association
  - b. BC Athletics Program Managers and Coordinators contribute collectively, ensuring quality programs, opportunities, value and benefits to the participants
  - c. Financial Resources continue to be a priority to eliminate deficits that result from unexpected expenses, delays in membership and post-event revenues, reduction in in-kind sponsorship, helping to off-set inflationary costs
  - d. Adoption of new policies and rules to insure fairness, equity and access to all BC Athletics members

The report reflects the results of the BC Athletics Membership, Board, Committees and Staff to deliver on the priorities of the 2017-2020 Strategic Plan against the Measures of Success as identified under each of the 4 Pillars of the Plan.

### **Looking ahead:**

#### **Financial Resources:**

1. We need to be increasing our revenues and sources of revenue. We will need to look at, in consultation with the membership, areas of:
  - Sponsorship
  - Donations
  - Championship Event fees
  - Program fees
  - Membership fees
  - Other as identified

#### **Communications:**

1. Look to initiate an E-Newsletter to the Membership and targeted updates and information to influencers and decision makers who are external to the membership i.e. Govt, Sponsors, Partners

#### **Appreciations:**

Thank you to the Membership – Individuals and Clubs, Coaches, Officials, BC Athletics Committees, Board of Directors, Event Organizers, Sponsors & Volunteers for your commitment to, leadership in and support of Athletics in British Columbia. Our sport continues to grow and lead the way in Canadian Athletics thanks to you.

My sincere thanks and appreciation to my co-workers at BC Athletics whose ideas, energy and foresight aide in realizing the Goals we have before us. Thank you to:

- Sam (Margaret) Collier – Manger, Registration and Membership Services
- Jennifer Brown – Coaching Education Coordinator
- Chris Winter – Technical Manager, Track & Field
- Richard Lee – Head Coach, BC Endurance Project
- Sabrina Nettey – Introductory Programs Coordinator – Run Jump Throw Wheel and Junior Development
- Clif (Clifton) Cunningham – Technical Manager, Road & Cross Country Running
- Summer Staff:
  - Kenny Ho – Cd Summer Jobs staff
  - Mikayla Tinkham – Cd Summer Jobs staff



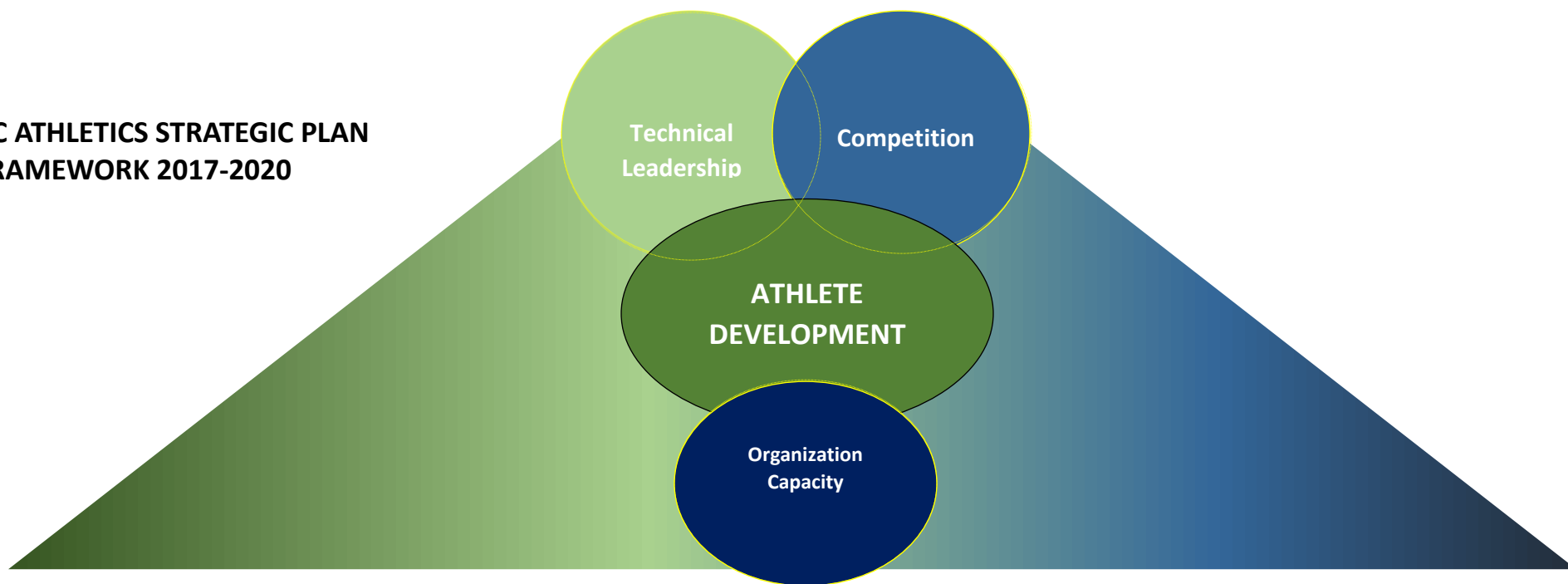
- Otto Dietrich – Intern

Thank you

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“Some people want it to happen, some wish it would happen, others make it happen.” - *Michael Jordan*

**BC ATHLETICS STRATEGIC PLAN  
FRAMEWORK 2017-2020**



PILLARS	ATHLETE DEVELOPMENT	TECHNICAL LEADERSHIP	COMPETITION	ORGANIZATION CAPACITY
GOALS	<i>Increase recruitment, development and retention of athletes in a way that encourages and supports maximizing potential.</i>	<i>A sufficient number of qualified and knowledgeable coaches, officials and event directors to achieve athlete development.</i>	<i>Provide a competition program that effectively meets the needs of all athletes.</i>	<i>Increase revenue generation to enable organizational excellence in the delivery of athlete development, technical leadership and competitions.</i>
AREAS OF EMPHASIS	<ul style="list-style-type: none"> <li>1. Sport Development</li> <li>2. Sport Performance</li> </ul>	<ul style="list-style-type: none"> <li>3. Coaching</li> <li>4. Officials</li> <li>5. Event Directors</li> </ul>	<ul style="list-style-type: none"> <li>6. Competitions</li> <li>7. Facilities</li> </ul>	<ul style="list-style-type: none"> <li>8. Revenue Generation</li> <li>9. Members</li> <li>10. Clubs</li> <li>11. Communication</li> <li>12. Marketing and Promotion</li> <li>13. Volunteers and Recognition</li> <li>14. Partnerships</li> <li>15. Organizational Management</li> <li>16. Governance</li> </ul>

## STRATEGIC OBJECTIVES 2017 - 2020

### Pillar: Athlete Development

**GOAL: Increase recruitment, development and retention of athletes in a way that encourages and supports maximizing potential.**

### Area of Emphasis: Sport Development

#### STRATEGIES

<b>SCHOOLS</b>	<ul style="list-style-type: none"> <li>• identify and promote the development pathway for children from Run Jump Throw Wheel (RJTW) through school programs to Club programs</li> <li>• provide professional development training for teachers at the elementary and secondary levels to improve physical literacy and skill development through Athletics</li> <li>• encourage school programs that are inclusive and promote social engagement in addition to competition</li> <li>• work with secondary school Athletics events and BC School Sports Commissions to improve event quality and scheduling</li> </ul>
<b>TRACK RASCALS</b>	<ul style="list-style-type: none"> <li>• encourage more Track Rascals events to support increased participation and retention</li> </ul>
<b>JUNIOR DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• develop, in partnership with host clubs, Junior Development competitions in multiple formats to include team, individual and single day competitions</li> <li>• work with clubs and schools to encourage entry into Athletics for students</li> </ul>
<b>CLUBS</b>	<ul style="list-style-type: none"> <li>• develop a targeted campaign to promote club membership for non-performance Road Running and Off-Road Adult participants</li> <li>• develop a branding and event campaign that emphasises the attractiveness of Masters participation</li> </ul>

### Area of Emphasis: Sport Performance

#### STRATEGIES

<b>ATHLETE IDENTIFICATION</b>	<ul style="list-style-type: none"> <li>• help forge closer relationships between schools and clubs, and with BC Athletics to identify able-bodied and para athletes who have the attributes to be successful in Athletics</li> <li>• develop opportunities to promote the primary skill sets of Athletics to attract athletes from other sports</li> </ul>
<b>TRAINING AND COMPETITIONS</b>	<ul style="list-style-type: none"> <li>• design and deliver a series of training camp initiatives to support athletes in various age groups and locations in the province</li> <li>• use the BC Endurance project concept as a model for other selected events or disciplines</li> <li>• provide athlete and IST support services to help athletes to train and perform at their best</li> <li>• ensure the continuation and enhancement of the BC Team program, including team staff training and development</li> </ul>

## **PILLAR: ATHLETE DEVELOPMENT**

**GOAL: Increase recruitment, development and retention of athletes in a way that encourages and supports maximizing potential.**

### ***INDICATORS OF SUCCESS***

**Athlete Development success is:**

- there is increased school engagement with BC Athletics and member clubs through competitions, coaching education, officials training and grassroots programs
  - every club with Track Rascals and Junior Development athletes has links to their local elementary and secondary school programs
  - more events include and promote information on BC Athletics annual individual membership
  - BC has a continually increasing number of athletes named to the all national teams
  - BC Team athletes rank in the top two provinces in terms of medals won at each national championship
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## Pillar: Technical Leadership

**GOAL: A sufficient number of qualified and knowledgeable coaches, officials and event directors to achieve athlete development.**

### Area of Emphasis: Coaches

#### STRATEGIES

<b>RECRUITMENT</b>	<ul style="list-style-type: none"><li>• continue to promote the BCA coaching continuum to recruit and educate current athletes, university athletes, parents, teachers and former athletes</li></ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"><li>• encourage teacher-coach development through teacher-specific NCCP courses</li><li>• develop and publish a multi-year NCCP course plan and calendar</li></ul>
<b>LEADERSHIP</b>	<ul style="list-style-type: none"><li>• maintain the Coaching Advisory Committee to assist with and support coaching endeavours in the province</li></ul>
<b>DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• develop a framework to connect club and school coaches</li><li>• offer professional development opportunities that align with the technical and multi-level needs of the system</li><li>• develop and implement a mentorship program to encourage continued improvement of identified coaches</li><li>• develop and / or link to online coaching resources for all disciplines and levels</li><li>• based on high performance principles, support programs that align athlete performance and the coach knowledge pathway</li></ul>

### Area of Emphasis: Officials

#### STRATEGIES

<b>RECRUITMENT</b>	<ul style="list-style-type: none"><li>• activate the Officials' recruitment initiative to ensure appropriate growth and retention of officials</li><li>• in support of sustainability, increase officials training for member and school-based athletes</li></ul>
<b>TRAINING AND EDUCATION</b>	<ul style="list-style-type: none"><li>• develop and publish a multi-year Officials course plan and calendar</li><li>• develop and implement an active support and advancement program to encourage continued upgrading and training of all officials</li><li>• ensure that Officials training courses are delivered relative to the needs of each region and discipline</li><li>• explore and develop online training and professional development resources</li></ul>
<b>RECOGNITION</b>	<ul style="list-style-type: none"><li>• maintain and enhance a multi-faceted program for officials that encourages retention and recognizes participation, upgrading and years of service</li></ul>
<b>SUPPORT SERVICES</b>	<ul style="list-style-type: none"><li>• increase support services available for officiating initiatives</li></ul>
<b>TECHNICAL DELEGATE</b>	<ul style="list-style-type: none"><li>• provide training and development opportunities for Technical Delegates</li></ul>

## Pillar: Technical Leadership

**GOAL: A sufficient number of qualified and knowledgeable coaches, officials and event directors to achieve athlete development.**

### Area of Emphasis: Event Directors

#### STRATEGIES

##### DEVELOPMENT

- work with event directors to continuously improve the quality of meets and events in British Columbia
- develop a training and education initiative that provides multiple levels of learning opportunities, mentoring and online resources for event directors in Track & Field, Road Running and Off-Road competitions

#### INDICATORS OF SUCCESS

##### Technical Leadership success is:

- every club has trained and / or certified coaches meeting BC Athletics' minimum coaching standards for all their athletes
- a coaching education and development program that provides opportunities for all coaches in every region to continually learn and grow to meet the present and future needs of their athletes
- selected coaching, officiating and event director education and development resources can be accessed online
- there is as continually growing group of trained officials appropriate to the growth and standards of events and meets offered
- an increasing number of younger officials are being trained
- the event director development program is fully developed and activated

## Pillar: Competition

**GOAL:** *Provide a competition program that effectively meets the needs of all athletes.*

### Area of Emphasis: Competitions

#### **STRATEGIES**

- continuously improve competitions through strong event management, well trained officials and volunteers, and appropriate use of technology
- develop meet and race calendars and formats that support the goals of the Strategic Plan
- work with event directors, officials, coaches and athletes to improve the quality and delivery of events in BC
- encourage opportunities to provide Junior Development athletes with exposure to High Performance athletes
- increase opportunities for para athletes at high performance and high profile meets and races
- work with event organizers to improve promotion and awareness for off-road competitions
- assist in building an appropriate inventory of equipment in all regions of the province

### Area of Emphasis: Facilities

#### **STRATEGIES**

- formalize a facility strategy and standards appropriate to geographical areas and levels of competition
- investigate and provide information on potential facility funding sources for interested clubs or groups

#### **INDICATORS OF SUCCESS**

##### **Competition success is:**

- each region has the capacity to offer quality Track & Field, Road Race and Off-Road events to support the development of all levels of athletes
- a wider scope of competition formats supports the recruitment, development and retention of athletes
- para athletics participation improves with more events providing quality competitive opportunities
- Track & Field facility development is a key consideration in all major municipalities in their sport facility planning



## Pillar: Organization Capacity

**GOAL:** *Increase revenue generation to enable organizational excellence in the delivery of athlete development, technical leadership and competitions.*

### Area of Emphasis: Revenue Generation

#### **STRATEGIES**

- maximize revenue generation while continuing effective program and services delivery
- develop and implement a sponsorship program for BCA-owned events and products
- develop and implement a philanthropic initiative
- develop and implement an e-commerce strategy

### Area of Emphasis: Members

#### **STRATEGIES**

- encourage all participants in Athletics events to become full members
- support improved recruitment and retention by ensuring that services and benefits meet the needs and preferences of members
- examine the value and benefits of a Membership Advisory Committee

### Area of Emphasis: Clubs

#### **STRATEGIES**

- provide club development support and services through volunteer training, grant information and promotional partnerships
  - help increase club membership through advocacy for inclusion and delivery of Athletics in school physical education curriculum and school Track & Field and Cross Country programs
  - encourage a larger and higher profile community presence for clubs through local sport council membership
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## Pillar: Organization Capacity

**GOAL: Increase revenue generation to enable organizational excellence in the delivery of athlete development, technical leadership and competitions.**

### Area of Emphasis: Communication and Marketing

#### **STRATEGIES**

- increase the focus and support on marketing and communication for resulting benefits in membership growth and increased resource opportunities
- ensure that the website provides current information and links to other appropriate sites with simple navigation tools and a visually appealing format
- encourage online communities and sharing of technical and club resources and information through the website
- develop streamlined, targeted and relevant communications for each user group
- improve and accentuate the benefits and advantages of being a BCA member using all communication vehicles
- work with athletes and other members to tell their stories to support involvement in the sport, member good will and advocacy
- improve promotion and awareness of the opportunities and benefits of Athletics through increased visibility, and purposeful connections to physical literacy, wellness, and skill transition
- work with clubs, meet and event directors and schools to make Athletics more accessible to a wider audience of potential participants and members

### Area of Emphasis: Volunteers and Recognition

#### **STRATEGIES**

- develop and activate an environment of appreciation and support for all volunteers
- continue to offer appropriate volunteer development opportunities to strengthen program and event delivery
- provide leadership, promotion and on-going support for the Awards system, including volunteer service recognition, annual awards and other opportunities

### Area of Emphasis: Partnerships

#### **STRATEGIES**

- explore and activate partnerships with health, recreation, education and communities as appropriate to further the goals and opportunities for Athletics
  - improve partnerships with post-secondary institutes for mutual benefit and advancement
  - partner with other sport organizations as appropriate for mutual benefit and advancement
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## Pillar: Organization Capacity

**GOAL: Increase revenue generation to enable organizational excellence in the delivery of athlete development, technical leadership and competitions.**

### Area of Emphasis: Organizational Management

#### **STRATEGIES**

- maintain strong financial management through appropriate controls and oversight
- maintain and update as necessary, compliance with all Human Resource legislative and contractual requirements
- provide Professional Development support to employees to ensure continued personal growth for the benefit of employees and BC Athletics
- maintain a staff complement appropriate for the work load and expectations of the association

### Area of Emphasis: Governance

#### **STRATEGIES**

- ensure that governance systems provide appropriate leadership and oversight for the association
- Continue to provide an effective monitoring and evaluation process for strategic planning initiatives

#### **INDICATORS OF SUCCESS**

##### **Organization Capacity success is:**

- BC Athletics has effectively and efficiently allocated resources to implement the Strategic Plan
- Awareness of and interest in Athletics is continually growing with improved media coverage, strong club growth and an increased schools program
- Member satisfaction with BC Athletics and the benefits and services they receive continues to improve each year
- Volunteer retention is high and volunteer positions are filled with people having the right skill set and training for the role
- The association has strong leadership demonstrated through organizational excellence and growth of the sport

