



## **STRATEGIC PLAN – 2022-2024**

### **2022 BC Athletics Annual General Meeting Report**

#### **Strategic Plan Tactics / Action Items Status to Aug 2022:**



On Target /  
Exceeded Metric




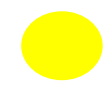

Initiated /  
To be initiated
















Not feasible /  
To be reviewed














STRATEGIC PLAN – 2022-2024 (Updated: April 1, 2022)









GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
<b>Objectives:</b>							
<b>Increase the number of athletes in every sector*</b>							
	<b>ATHLETE MEMBERS</b>						
	<b>Sport Cross-Over Participation</b>						
	<ul style="list-style-type: none"> <li>Work with other PSO's where participation in their sport includes an Athletics Component and/or Aerobic Activity and who's Members could take part in Track &amp; Field, Road and Cross Country Events – i.e. Special Olympics, Indigenous Sport, Triathlon, Nordic Skiing, Mountain, Trail &amp; Ultra Running.</li> <li>Research other sports to see where the crossover is – TF, RR, CC</li> <li>Contact PSO's to see where we could work together.</li> <li>New membership type for dual sport participation?</li> <li>Review DOE to see if something can be done with it.</li> </ul>	Sam & BC Athletics Staff	5060 – Athlete Members in 2021 (based on 5660 members x .8975 % who are athlete members)	<p><b>2022 – 5,788</b> (6449 x .8975) – (Estimated increase of total Mbrsp based on 5 yr avg. of 44.97% of annual membership as of Jan 31.)</p> <p><b>2023 – 5,833</b> (6499 x .8975)</p> <p><b>2024 – 5,879</b> (6550 x .8957)</p> <p><b>Notes:</b> 1. .8975 is 3yr Avg. (2018, 19, 21) of number of Athletes of total annual membership.  2. Mbrsp #'s reflect a Post-COVID return to normal sport activity.</p>	 Current Membership as of Aug 15/22 6773 Athlete Mbrs - 5855	12/31/22 12/31/23 12/31/24	\$1,500.00 (\$500.00/yr)
	<b>Day of Event to Annual Members</b>						
	<ul style="list-style-type: none"> <li>Road Running/Cross Country Running – bring Day of Event members into annual membership by working with sanctioned events.</li> <li>Have events collect basic contact information on DOE members and forward contact information to us?</li> <li>Work with Event Directors to have an opt-in option in event registration forms where participants can:               <ol style="list-style-type: none"> <li>Request further information on BC Athletics membership and benefits; or</li> </ol> </li> </ul>	Sam & BC Athletics Staff	Estimated Annual Day of Event Members: <ul style="list-style-type: none"> <li>90,000 to 120,000 in BC Athletics Sanctioned Events</li> <li>Average Number of Sanctioned Events per yr:               <ul style="list-style-type: none"> <li>Rd Rg, Trail &amp; XC - 150</li> <li>T&amp;F – 75</li> </ul> </li> </ul>	New Membership Type: <ol style="list-style-type: none"> <li>300/yr x 3 yrs = 600</li> </ol> Inclusion in Event Registration Info – 75 – 100 in 3 yrs.	   75 T&F – 16,585 participants	2024 mbrsp yr end – Dec 31/24	See below



GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
<b>Objectives:</b>	<b>Day of Event to Annual Members</b>						
<b>Increase the number of athletes in every sector*</b>	<ul style="list-style-type: none"> <li>b) Be able to join BC Athletics or the balance of the eligible membership year. <b>NEW Membership Type</b> <ul style="list-style-type: none"> <li>Explore possible incentives for Event Organizers to providing BCA with DOE contact information: <ul style="list-style-type: none"> <li>Reduction in sanction fee?</li> <li>Reduction if DOE fees submitted post event?</li> <li>Coupons/discounts on BCA memberships offered</li> </ul> </li> </ul> </li> </ul>	Sam & BC Athletics Staff	1. Review of current value to Events – i.e. shared DOE fees & associated with sanctioning and liability insurance	1. Development of an enhanced value and benefits option to event organizers		2023 - 2024	\$3000.00 (\$1,000.00/yr)
	<b>Membership Committee</b>						
	<ul style="list-style-type: none"> <li>Re-visit the creation of a Membership Committee to examine current membership types, benefits values.</li> </ul>	Sam	None	Establish a Membership Cttee with Regional Club and Athletics Discipline & Board representation		2023	\$300.00
	<b>Track Rascals</b>						
	<ul style="list-style-type: none"> <li>Continue to promote and support Track Rascals who represent an individuals' first entry into becoming an athlete</li> </ul>	Sam & Intro Programs Staff	3 yr avg (2018, 2019, 2021) – 460	Yearly avg. 600	 678 as of Aug 15/22	2024	0.00
	<b>Intro Programs</b>						
	<ul style="list-style-type: none"> <li>Increase the number of Club Track Rascal programs</li> </ul>	Intro Programs Coordinator	Average of 17 – 19 (many clubs dropped during COVID)	30-35 Clubs per year		2024	\$3,000.00 (\$1,000.00/yr)
	<ul style="list-style-type: none"> <li>Promote opportunities for Clubs to engage in school and community outreach events</li> </ul>	Intro Programs Coordinator	2-3 per year	3 to 5 per yr		2024	0.00
	<ul style="list-style-type: none"> <li>Work with Clubs to increase awareness of KidSport grants</li> </ul>	Intro Programs Coordinator	# of Clubs Unknown Supported 49 kids in 2021	All clubs with programs for children 18 yrs & younger		2024	0.00
	<ul style="list-style-type: none"> <li>Encourage elementary schools to offer T&amp;F and XC as PE units</li> </ul>	Intro Programs Coordinator	Average of 17-19	30-35 Elementary Schools per year		2024	0.00
	<b>Track &amp; Field Programs</b>						
	<ul style="list-style-type: none"> <li>Identify where there is a reduction in athlete event group depth / engagement to promote athlete retention strategies</li> </ul>	T&F Mgr R&C Mgr	Average of 2019-2021 membership in each category and/or event group.			2022-2023	0.00
	<ul style="list-style-type: none"> <li>Prioritize Track &amp; Field / XC HS recruitment to retain athletes beyond the high school season</li> </ul>	T&F Mgr R&C Mgr	Average of 19-21 U16-U18 athlete competitive memberships	Inc. Memberships post HS Provincial Champs		2023 - 2024	0.00
	<ul style="list-style-type: none"> <li>Establish more Clubs and/or increase existing Club size <b>outside of Zones 3/4/5</b></li> </ul>	T&F Mgr Intro Program Coordinator	Average of 2019-2021 number of clubs	As needed - target 10 to 20% increase		2024	\$1,000.00

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:							
Increase the number of athletes in every sector*							
					Update as of Aug 20/22		
	<ul style="list-style-type: none"><li>Increase Club capacity through increasing the number of qualified coaches</li></ul>	T&F Mgr + Coach Education Coordinator	See BC Sport Information Reporting	Inc. # of trained and certified coaches across Sport, Club and Performance Coach		2023-2024	0.00
	<ul style="list-style-type: none"><li></li></ul>						
	<b>Off-Track / Non-Stadia Programs</b>						
	Explore with Major off-track events to include membership in registration process.	R&C Mgr	Average of 19-21 membership in R&T	10 to 20% of events provide a link to BC Athletics Membership info		2023	\$500.00
	<ul style="list-style-type: none"><li>MUTS (Mountain, Ultra, Trail) increase of membership in R&amp;T Membership through – Working group of MUT event directors</li></ul>	R&C Mgr	Average of 2019-2021 membership in R&T National Team Members Average 2017-2021	BC Athletics Membership info link in event entry.	 Branch rep to AC Off-Track Wkg Group	2023 -2024	Working Group \$500





GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
<b>Objectives:</b>							
<b>Increase the number of athletes in every sector*</b>	<u>Off-Track / Non-Stadia Programs</u>						
	<ul style="list-style-type: none"> <li>Separation of MUT from XC statistic tracking with the plan to develop MUT into own discipline with – Provincial Championship and National Championship Team.</li> </ul>	R&C Mgr w/ Staff	Identified MUTs Events – sanctioned and non-sanctioned.	Formalize BC Athletics Mtn, Ultra, Trail Championships for Prov Team Selection		2024	Championship \$700 Team \$6000
	<ul style="list-style-type: none"> <li>Cross Participation – Through club audit below – number of clubs offering fall XC Programs</li> </ul>	R&C Mgr w/ Staff	Number of club athletes participating in the Provincial Championships	Increase the number of XC Club Programs – 10 to 20%		2024	0.00
	<u>Athlete Retention</u>						
	<ul style="list-style-type: none"> <li>Establish membership retention baselines through analysis of historical data</li> </ul>	Summer Student	Pull information from Trackie	Increased number of members each year		2024	0.00
	<b>COACH TRAINING &amp; DEVELOPMENT</b>						
<b>Increase the number of qualified coaches in every sector*</b>							
	<u>Coach &amp; Club Coaching Standards</u>						
	<ul style="list-style-type: none"> <li>Re-evaluate and implement a standard of excellence for coaches and Clubs (minimum standards)</li> </ul>	Coach Education Coordinator, Summer Student	Draft minimum standards created, of all coach members needing to be trained in any NCCP context. Currently %57 meeting standards and %20 close to meeting standard.	Feasible minimum standards and tracking protocols created (Dec 2022). %80 compliance in first year (Dec 2023) and 100% compliance in second (Dec '24)		Dec 2024	0.00
	<ul style="list-style-type: none"> <li>Implement a Safe Sport training requirement for all coaches</li> </ul>	Coach Education Coordinator, T&F Mgr	No safe sport requirements	Each coach member has completed Safe Sport Training		March 2023	0.00
<b>Increase the number of qualified coaches in every sector*</b>							
	<u>Inclusion and Accessibility</u>						
	<b>Tactics / Action Items</b>						
	<ul style="list-style-type: none"> <li>Create opportunities for accessible and inclusive coach education for all coach members</li> </ul>	T&F Mgr, R&C Mgr, Coach Education Coordinator	External grant opportunities promoted on website and on coach registration. Courses offered at discounted rates for BCA Coach Members.	Create internal financial assistance programs for coaches in financial need, as well as coaches of minority groups. Offer discounted registration for NCCP course hosts.		March 2023	\$2,000.00 per yr
	<u>NCCP Training, Certification &amp; Pro-D</u>						
	<ul style="list-style-type: none"> <li>Increase the number of coaches trained in NCCP by offering NCCP courses in all levels across the province</li> </ul>	Coach Education Coordinator, Intro Programs Coordinator	An average of 10 NCCP Athletics courses hosted during covid and 20 prior to covid	Host 35 courses per year across every region of the province: 10 RJTW; 6 Foundations of Coaching; 8 Sport Coach; 4 Club Coach; 1 Performance Coach; 6 multi-sport courses		March 2023	\$32,000.00 / yr







GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:							
	<b><u>NCCP Training, Certification &amp; Pro-D</u></b>						
Increase the number of qualified coaches in every sector*	<ul style="list-style-type: none"><li>Increase the number of coaches completing their NCCP Certification each year</li></ul>	Coach Education Coordinator, Intro Programs Coordinator, T&F Mgr	An average of 20 NCCP athletics evaluations completed per year	Complete 35 NCCP Athletics evaluations per year	 37 Aug 21 to Aug 22	March 2023	\$5,000.00/yr
	<ul style="list-style-type: none"><li>Increase technical expertise through professional development opportunities for all levels of coaching.</li></ul>	Coach Education Coordinator, T&F Mgr, R&C Mgr	An average of 6 professional development webinars, 1 summit, and 1 one-day shadow a coach mentorship	Host an average of 8 professional development webinars, 2 submits and create a long term sustainable mentorship program		March 2023	\$8,500.00 / yr
	<b><u>Coach Developers</u></b>						
	<ul style="list-style-type: none"><li>Increase the number of active Coach Developers in every NCCP level across the province through hosting coach developer trainings.</li></ul>	Coach Education Coordinator, Intro Programs Coordinator	16 coach developers	30 Active Coach Developers; Host coach developer training in each context once every two years		March 2023	\$7,500.00 / yr
	<b><u>BC Team Staff</u></b>						
	<ul style="list-style-type: none"><li>Increase the number of eligible coaches in the BC Team coaching pool</li></ul>	T&F Mgr, R&C Mgr, Coach Education Coordinator	Current qualifications and pool of eligible coaches	Demonstrate a diverse pool of coaches available to support all BC Teams in 2022, 2023		March 2023	0.00






<b>GOAL: SUPPORT PARTICIPATION &amp; DEVELOPMENT</b>	<b>Tactics / Action Items</b>	<b>Responsible / Lead(s)</b>	<b>Baseline</b>	<b>Metrics</b>	<b>Update as of Aug 20/22</b>	<b>Target date</b>	<b>Budget Estimate</b>
<b>Objectives:</b>							
<b>Increase the number of officials at all levels to address the needs in all sectors.*</b>							
	<b>OFFICIALS - RECRUITMENT, DEVELOPMENT, RETENTION</b>						
	<u><b>Recruit &amp; Develop</b></u>						
<b>Recruit and Develop Officials to Levels 1 &amp; 2</b>	<ul style="list-style-type: none"> <li>Advertise and promote New Officials Class of 2022 and 2023</li> </ul>	Recruitment Working Group (all) & BC Athletics Staff	Enhanced website with recruitment information. <ul style="list-style-type: none"> <li>Webinars on initiative.</li> <li>E-mail based templates.</li> <li>BC Athletics newsletter.</li> </ul>	Recruitment. Video on website—what is officiating athletics?  Information packages on website, newsletter and email distribution.		April 30/22 and Annual by Feb 15	\$200 (honorarium)
	<ul style="list-style-type: none"> <li>Offer and support New Officials Class of 2022 and 2023 to clubs in all regions</li> </ul>	Recruitment Working Group (Marnie, Debbie) & BC Athletics Staff	New Officials Class of 2022 started (March 1/22)	75% of prospective officials in pathway to Level 2 complete Level 2		Sept 30 each year	0.00
	<ul style="list-style-type: none"> <li>Offer and support New Officials Class of 2023 to schools in all regions—including students and teachers plus Junior Official Program</li> </ul>	BC Athletics Staff	Out of date information on website. Low awareness amongst target audiences	Information packages on website & Participants in New Officials Class of 2023		Dec 31/22 March 1/23	0.00
	<ul style="list-style-type: none"> <li>Offer and support New Officials Class of 2023 to other BC Athletes members (masters athletes, retiring athletes) and new audiences outside of BC Athletics</li> </ul>	BC Athletics Staff	Out of date information on website. Low awareness amongst target audiences.	Information packages on website. Participants in New Officials Class of 2023		Dec 31/22 March 1/23	0.00
	<u><b>Recruit &amp; Develop</b></u>						
<b>Recruit and Develop Officials to Levels 1 &amp; 2</b>	<ul style="list-style-type: none"> <li>Register, monitor and track New Officials Class of 2022 and 2023.</li> </ul>	Recruitment Working Group (Marnie, Debbie)	Central, online registration. Google documents to track participants.	Link Google documents to central database—all Level 2 officials migrated to central database. Monthly communications on progress and accomplish.		Sept 30/22 March to Sept. Annual	0.00
	<ul style="list-style-type: none"> <li>Implement mentoring program and assign mentors to prospective officials in New Officials Class of 2022 &amp; 2023</li> </ul>	Recruitment Working Grp (Brian T.)	Not implemented	Mentor for every participant of New Officials Class.		Annual April 30	0.00
	<ul style="list-style-type: none"> <li>Develop (mentoring) officials in Prince George (for BC Summer Games)</li> </ul>	Recruitment Wkg Grp Brian T Debbie) BC Athletics Staff	Few officials in Prince George	5 officials achieve Level 2		By end of BCSG (2022)	\$1,000 (apply for northern development grants)
	<ul style="list-style-type: none"> <li>Recruit officials for non-stadia events (with Development Working Group)</li> </ul>	Recruitment Wkg Grp B.T. Development Wkg Grp Anthony BC Athletics Staff	Little information available on website. Low awareness amongst target audiences.	Virtual training and reference material prior to Fall season (2022).		Sep30/22	0.00









GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	<u>Recruit &amp; Develop</u>						
Identify, Recruit and Develop Officials for Levels 3-5	<ul style="list-style-type: none"><li>Conduct and review (annually) a needs analysis to identify gaps in disciplines and levels in all regions and sectors.</li><li>Meet with Regional Development Coordinators, discuss areas of concern and key disciplines (short and long term) and candidates to fill areas of concern, as well as discuss required workshops for 2022</li></ul>	Development Working Group (Anthony, Regional Development Coordinators)	Last analysis conducted in 2019	Updated needs analysis as of end of each calendar year		Annual March 31 <sup>st</sup>	0.00
	<ul style="list-style-type: none"><li>Develop and maintain (annually) a course calendar of workshops and clinics for developing BC Athletics officials Levels 3 to 5<ul style="list-style-type: none"><li>identify workshops and clinics to address gaps and requirements of BC Athletics officials in all regions and disciplines</li><li>Publish calendar on BC Athletics Calendar of Events, officials section of the BC Athletics website and other communication vehicles (newsletters, town hall).</li><li>-</li></ul></li></ul>	Development Working Group (Anthony) BC Athletics Staff Person	1 Course Calendar. 2 Workshops (# in 2019)	Course calendar published. 3 in person workshops and 3 virtual workshops (as available from NOC)		Publish Annual Course Cal – Feb  Wkshop by end of fiscal year	\$0 for Course Calendar.  \$450 (\$300 for honorariums and \$150 for facilities.) Offer in conjunction with meets.












GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	<b>Recruit &amp; Develop</b>						
	<b>Upgrading</b>						
<b>Identify, Recruit and Develop Officials for Levels 3-5</b>	<ul style="list-style-type: none"> <li>Manage and increase officials in the Upgrading Pipeline for levels 3 to 5. Steps including: <ul style="list-style-type: none"> <li>- targeting advertising, communication with Regional Development Coordinators and Officials in the Province</li> <li>- Talk to identified candidates, discuss opportunities for experience and upgrading</li> <li>- Assign mentors to officials in upgrading pipeline</li> <li>- Review Canadian T&amp;F Championships and additional areas for experience/concern</li> <li>- Strategically staff meets to provide experience for officials in upgrading pipeline—providing a range of experience in a variety of locations and meets</li> <li>- Coordinate with NOC to schedule evaluations for officials in the Upgrading Pipeline (levels 4 and 5)</li> </ul> </li> </ul>	Development Working Group (Cheryl/Anthony)	12 Officials upgraded in 2021.  40 Officials in the Pipeline	12 Officials upgraded annually (2022 and 2023).  50 Officials in the Upgrading Pipeline.  Officials in Upgrading Pipeline for every critical discipline and region.		Annual by Sept 30 <sup>th</sup> for Upgrd (NOC cut-off).  Annual by March 31 for Cut off in Upgrade Pipeline	\$1500 (15x\$100 grants for officials in smaller regions to gain experience at meets outside region)  \$2,000 for travel for evaluations at BC Provincial Championships and other meets
	<ul style="list-style-type: none"> <li>Utilize opportunity of Canadian T&amp;F Championships and other “N” and “NC” level meets to upgrade officials</li> </ul>	Development Working Group (Cheryl)	n/a	5 evaluations for level 4 and 5 annually at Canadian T&F Championships (2022 and 2023).		Mid-Late Jun 2022 and 2023	\$1,500 for travel for evaluations at Cdn TF Chps
	<b>Para-Athletics Officiating</b>						
	<ul style="list-style-type: none"> <li>Organize and deliver para-athletics training for BC Athletics officials <ul style="list-style-type: none"> <li>- Identify Para-training materials.</li> <li>- Schedule Para Workshops before Canadian T&amp;F Championships.</li> <li>- Organize and host para meet with BC Wheelchair Sports to give opportunity for officials requiring hands-on experience prior to Canadian T&amp;F Championships to learn by doing (e.g., call room officials, throws officials)</li> </ul> </li> </ul>	Development Working Group (Bill)  Partner with BC Athletics para staff, BC Wheelchair Sports and Athletics Canada	Some experienced officials in specific disciplines (e.g., throws, track)	All BC officials at Canadian T&F Championships experienced in officiating para events (2022 and 2023 editions)		Mid-Late Jun of 2022 & 2023	\$150 for workshop (honorarium) \$250 for up to 5 officials to travel to practice meet
	<b>Non-Stadia Officiating</b>						
	Develop and deliver training for officiating non-stadia events (cross country, road racing, mountain running, ultra running)  Virtual workshop and Quick Reference Guide	Development Wkg Grp (Anthony) Discuss with Recruitment Wkg Grp Brian T BC Athletics Staff	0	Up to 3 workshops with combined total of 30 BC Athletics officials attend (2022). Up to 2 workshops with combined total of 20 BC Athletics officials attend (2023).		Annual by end of Sept	\$150 for training -honorarium






GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
<b>Objectives:</b>	<b><u>Recruit &amp; Develop</u></b>						
<b>Identify, Recruit and Develop Officials for Levels 3-5</b>	<b><u>Technical Delegates, Technical Managers &amp; NTO's</u></b>						
	<ul style="list-style-type: none"> <li>Recruit and develop BC Athletics Officials for senior technical disciplines               <ul style="list-style-type: none"> <li>Identify candidates for senior technical disciplines (i.e., Technical Delegate, Technical Manager, National Technical Official)</li> <li>Utilize Canadian T&amp;F Championships to develop potential officials by shadowing the existing technical delegates and technical managers</li> </ul> </li> </ul>	Development Working Group (Wayne)	2	4		annual by Mid-Late June	\$150 for up to 3 officials requiring travel for experience.
	<b><u>Officials – Certification and Levels Management</u></b>						
	Maintain and enhance list of BC Athletics officials with specifications of certifications	Development Working Group (Wayne)	Core officials information captured in Trackie	Expanded information captured (i.e. length of service, meets worked)	 Quebec Program	Annual by March 31	0.00
	<b><u>Clinicians, Mentors, Evaluators</u></b>						
	<ul style="list-style-type: none"> <li>Recruit and develop BC Athletics officials for roles of mentors, clinicians and evaluators               <ul style="list-style-type: none"> <li>Identify candidates</li> <li>Schedule and deliver workshops for Mentors, Evaluators, Clinicians.</li> </ul> </li> </ul>	Chair (Brian T)  BC Athletics Staff	n/a	<p>Mentor for every official in the Upgrading Pipeline.</p> <p>Mentor and Evaluator Workshop delivered in Interior, Lower Mainland and Vancouver Island</p>		<p>Wkshp by May 31, 2022.</p> <p>Annual Mentor assigned wen enter Upgrade Pipeline</p>	<p>\$1,000 for 4-6 in-person workshops (clinician travel and facilities)</p> <p>\$500 for participants travel for Evaluators level 4-5 Wkshp del by NOC.</p>
	<b><u>Retention &amp; Recognition</u></b>						
<b>Retain and Recognize BC Athletics Officials</b>	<ul style="list-style-type: none"> <li>Review retention and recognition program to confirm components are valued by BC Athletics officials and achieving intended objectives</li> </ul>	Retention Working Group (all)	Retention Working Group (all)	Session with Officials Committee to review components of the Retention Program		March 31, 2022	0.00
	<ul style="list-style-type: none"> <li>Deliver program to recognize achievements and build community (e.g., awards, annual meetings)</li> </ul>	Retention Working Group (all)	2021 Retention Program	2022 Retention Program		Annually by Sept 30	\$2,000
	<ul style="list-style-type: none"> <li>Deliver program that encourages officials to complete upgrade to Level 2 certification.</li> <li>Provide rule book to registrants of pathway to Level 2.</li> <li>Provide officiating shirt and name tag to participants achieving level 2 certification.</li> </ul>	Retn Wkg Grp Dawn Recrt Wkg Grp Marnie,Debbie Off Shirt Dawn Name Tags Jim R	2021 Retention Program	2022 Retention Program.		Annually by Sept 30	0.00








GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
<b>Objectives:</b>	<b>Retention &amp; Recognition</b>						
<b>Retain and Recognize BC Athletics Officials</b>	<ul style="list-style-type: none"><li>Deliver program that encourages officials to upgrade to higher certification levels and/or acquire certification in other disciplines</li></ul>	Development Working Group (all)	2021 Retention Program	2022 Retention Program		Annually by Sept 30	Listed above under Develop Officials to Levels 3-5 (travel grants)
	<b>SUPPORT</b>						
<b>Support Services</b>	<b>Officiating Materials &amp; Equipment</b>						
	<ul style="list-style-type: none"><li>Distribute 2022 edition of WA Rule Book to BC Athletics officials</li></ul>	Retention Working Group (all)	Distributed rule books from inventory	Distribute next edition to all Level 2 and higher officials plus those registered in pathway to level 2		April 30, 2022	\$2,000
	<ul style="list-style-type: none"><li>Officiating equipment—Identify requirements, acquire and track small equipment needs for officiating all sectors (T&amp;F, RR, X-C, TR, MR, UR) in all regions</li></ul>	Retention Working Group (John)	See equipment inventory	Equipment acquired as per requirements from all regions and all sectors		Annually by March 31	\$1,000—stadia \$500—non-stadia
	<b>Communication &amp; Engagement</b>						
	<ul style="list-style-type: none"><li>Communicate—with BC Athletics officials via town hall meetings, website, social media, newsletters, social acknowledgements, and annual meeting—to build community, share officiating opportunities, announce events, and provide updates</li></ul>	All Working Group Coordinators—recruitment, development, retention BC Athletics Staff	Communication vehicles in place	All working groups using communication vehicles		Annually by March 31	0.00
	<b>Club Support</b>						
	<ul style="list-style-type: none"><li>Provide assistance to BC Athletics member clubs in recruiting, developing and retaining officials including officiating requirements for local and regional meets (e.g., webinar on preparing a staffing schedule, increased awareness of Meet Directors Manual).</li></ul>	Regional Development Coordinators	Meet Directors Manual	Increased knowledge and skills amongst Meet Directors		March 31, 2023	0.00







GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	COMPETITION OFFICIALS						
	<u>Officials for Competitions</u>						
Manage Availability of Officials	Provide local and regional Meet Directors with list of BC Athletics officials available to officiate local and regional meets.	Regional Development Coordinators	Procedures in place	Continue current procedures.		Annually by March 31	\$6,800 (officials travel to local meets)
	Staff BC Athletics officials at provincial championships and higher level (sanctioned) meets that incorporate upgrading requirements (e.g., experience and evaluations)	Officials Coordinator (Carol) / Upgrading Coordinator (Cheryl)	Procedures in place	Meets staffed with officials		Annually by March 31 Cdn T&F Champs (2022) BC Prov Champ – 5 meets (2022)	\$3,500 \$5,000
	COMPEITIONS						
Increase the number and quality of competitions to address regional and sector* needs.	<u>Competition Planning</u>						
	<ul style="list-style-type: none"> <li>Coordinate Competition Calendar within each Zone</li> </ul>	T&F Manager, R&C Manager, Intro Programs Coordinator, Officials	Calendar of Events, Planned Competition Survey and some Zone and Regional Coordination	Minimize event overlap in each Zone.		March 2023	0.00
	<u>Competition Formats</u>						
	<ul style="list-style-type: none"> <li>Innovate with Clubs and Event Directors to develop alternate competition formats</li> </ul>	T&F Mgr, R&C Mgr	# of Mini-Meets in 2018-2021	Increase the # of mini-meets YOY & provide feedback to HOC		2023	0.00
	<ul style="list-style-type: none"> <li>Prioritize the athlete experience at all competitions through efficient schedules, energetic environment</li> </ul>	T&F Mgr	Nothing for BC Athletics Sample template available through Athletics Canada.	Develop & implement a template for feedback athletes/coaches at major events		2022-2023	\$500.00
	<ul style="list-style-type: none"> <li>Provide meet organizers with feedback of their event</li> </ul>	T&F Mgr	<a href="#">Current feedback survey – very limited use</a>	Updated feedback survey and provide feedback to HOC of major events		2022-2023	0.00
	<u>Outreach – Competition Development &amp; Sanctioning</u>						
	<ul style="list-style-type: none"> <li>Build relationships with remote communities to develop and sanction competitions</li> </ul>	T&F Mgr	Average # of Competitions in 2017, 2018, 2019	Increase the number & quality of event YOY		2023	\$2,000.00
	<u>Event Director Education &amp; Development</u>						
	<ul style="list-style-type: none"> <li>Event Director Series, focusing on the education of best practices in execution, marketing and safety</li> </ul>	R&C Mgr w/ committee	Yearly participation (tracked by discipline (Stadia, Road, MUT, XC) – from 2018-2019-2022-2021	Increase the average number of participants		2023	\$1,000.00/yr

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:							
Increase and support the growth, number and quality of clubs to address regional and sector* needs.	CLUB DEVELOPMENT						
	<u>Club Audit, Standards &amp; Rating System</u>						
	<ul style="list-style-type: none"> <li>Club audit to establish a baseline through a club audit of website information, coach's qualifications, safe sport, training locations.</li> </ul>	All staff / Summer Student	Club audit Avg of number of clubs over the 19-21 period.	Develop and implement an annual club audit		2023-2024	\$500.00
	<ul style="list-style-type: none"> <li>Creation of best practices document to support Clubs in building organizational capacity</li> </ul>	All staff / Summer Student	<a href="#">Fundamental Needed for a Strong &amp; Productive Track &amp; Field Club</a>	Update the resource document		2023 -2024	0.00
	<ul style="list-style-type: none"> <li>Implement a standard of excellence for Clubs by implementing a Club Rating system that will encourage Clubs to grow or increase the quality of service they are offering</li> </ul>	All staff	<a href="#">Fundamental Needed for a Strong &amp; Productive Track &amp; Field Club</a>	Develop & Implement a Club rating system		2024	\$500.00
	<b>Club Membership – Value &amp; Benefits</b>						
	<ul style="list-style-type: none"> <li>Clarify and promote the benefits of being a member Club</li> </ul>	All staff	Existing value and benefits document – See: <a href="#">Individual &amp; Club member benefits</a>	Review and update Club Member benefits		2023	0.00
	<u>Outreach for Club Development</u>						
	<ul style="list-style-type: none"> <li>Increase the number of Clubs in remote communities</li> </ul>	All staff	Number of Clubs – 2018-2021	As identified & needed – look to increase # of Clubs		2024	\$1,000.00
	<b>PARA-ATHLETICS DEVELOPMENT</b>						
Enhance para-athletics programs/services	<u>Para – Club Integration &amp; Development</u>						
	<ul style="list-style-type: none"> <li>Provide as many resources and education opportunities as possible to Club leaders/ Coaches to increase awareness and confidence in para integration</li> </ul>	T&F Mgr & Para Coordinator	Set baseline with Club Audit	Inc in number of Clubs who host para events			
Enhance para-athletics programs/services							
	<u>Para Athlete Identification &amp; Classification</u>						
	<ul style="list-style-type: none"> <li>Support classification &amp; identification of athletes in all disciplines</li> </ul>	T&F Mgr, R&C Mgr & Para Coordinator	Limited opportunities – National Championships & Int'l Competition	Identify athletes and source opportunities for classification		2023-2024	Included in BC Team Prog Budget
	<u>Para Competition</u>						
	<ul style="list-style-type: none"> <li>Support meet directors in becoming para ready as part of sanctioning process</li> </ul>	T&F Mgr, R&C Mgr & Para Coordinator	Information – See BC <a href="#">Athletics Para Athletics</a> and Calendar of Events	Increase the number of competitions that offer Para Events		2024	0.00
	<u>Club &amp; Coaches Para Pro-D</u>						
	<ul style="list-style-type: none"> <li>Provide Club Leadership and Coaches with Para Pro D opportunities.</li> </ul>	T&F Mgr & Para Coordinator	<a href="#">See Resources</a> and <a href="#">Coach Education</a>	Expanded para coach educational sessions		2023-2024	\$1,000.00 / yr










\*Sectors: Track & Field, Road Running, Cross Country, Trail Running, Mountain Running, and Ultra Running



GOAL: SUPPORT THE BC HIGH PERFORMANCE PATHWAY	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	PERFORMANCE PATHWAY						
Enhance and Grow the BC Athletics High Performance Program	<u>Programs &amp; Services</u>						
	<ul style="list-style-type: none"><li>Provide athletes &amp; coaches with programs and services that are relevant to their performance goals</li></ul>	T&F Mgr	Collect feedback from athletes and coaches on what resources would be helpful	YOY positive Athlete satisfaction survey		2023-2024	0.00
	<u>Event Group HP Development</u>						
	<ul style="list-style-type: none"><li>Continue taking an event specific approach by supporting athletes and coaches through the Throws Project, Sprints/Jumps Project, Endurance Project</li></ul>	T&F Mgr	Program #'s from 19-21	YOY increase number of top 8 and medal performances by BC Athletes at National Championships, International Games/Championships, Olympic Games, Paralympic Games		ongoing	<b>Event Group support</b> \$120,000 + / yr – <b>BC Team Program</b> - \$90,000 to \$130,000/yr
	<u>HP Athlete Identification Support Programs</u>						
	<ul style="list-style-type: none"><li>Increase the amount of funding available to support athletes through Athlete Assistance Program</li></ul>	T&F Mgr	Current Budget - \$39,010.00	YOY increase in # of athletes supported		2023 - 2024	\$45,000 +
	<ul style="list-style-type: none"><li>Integrate para athletes into the Athlete Assistance Program</li></ul>	T&F Mgr, Para Coordinator	Current Budget - \$5,000.00	Performance criteria is published for para athletes		Feb 2023	\$10,000
	<ul style="list-style-type: none"><li>Identify Developing/Emerging and HP Athletes in Road Running Events and link them to BC Athletics &amp; Member Clubs.</li></ul>	R&C Mgr	Athletes eligible for road championships.	Increase number of Road Running athletes as members of a Club		2023	0.00




GOAL: ENHANCE INTERNAL & EXTERNAL RELATIONS	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	MARKETING						
Develop and implement a Marketing & Communications Strategy.	<u>BC Athletics Brand &amp; Integration</u>						
	<ul style="list-style-type: none"> <li>Develop and communicate a clear BC Athletics brand that is represented across all platforms</li> </ul>	BOD/All staff	Current metrics for Social Media platforms, newsletter subscribers	Increased engagement across all media platforms. Is BC Athletics relatable to our membership?		2023-2024	0.00
	<u>Human Resources</u>						
	<ul style="list-style-type: none"> <li>Hire dedicated staff person to coordinate and implement Social Media and Communication</li> </ul>		Occasional Summer Student work	Ongoing staff support	 TBD by HR Cttee 2022	2022 – 2023	\$20,000.00/yr – 1/3 time
	<u>Brand Association – Value &amp; Benefits</u>						
	<ul style="list-style-type: none"> <li>Communicate a value statement of membership in conjunction with AC Membership Initiatives.</li> </ul>	All staff	<a href="#">Value and Benefits to Membership with BC Athletics</a>	Update and repost as a welcome & introduction to BC Athletics & being a member		2022-2023	0.00
	<ul style="list-style-type: none"> <li>Review of Membership rewards, in conjunction with AC Membership initiatives; audit of current reward partners listed.</li> </ul>	All staff	BC Athletics - Limited and needs editing. AC has limited application to the membership	Update BC Athletics membership rewards and work with AC to provide membership rewards to all members.		2023-2024	0.00
	COMMUNICATION						
Maintain and further relations with Member Clubs, relevant MSO's, PSO's, DSO's, NSO's, Governments, Indigenous Sport Organizations (i.e. ISPARC), partner organizations and sponsors.	<u>Engagement – Internal &amp; External</u>						
	<ul style="list-style-type: none"> <li>Initiate Engagement Sessions – Town Halls – Virtual &amp; In-person</li> </ul>	All Staff	Limited	Establish an annual series of Town Halls on various topics		2022-2023	0.00
	<ul style="list-style-type: none"> <li>Prioritize alumni relationships and engagement</li> </ul>	All staff	None	Build database of BC Athletics alumni		2023-2024	0.00
	<ul style="list-style-type: none"> <li>Identify and build relationships with potential partners</li> </ul>	All staff	Limited – i.e. current BC Athletics & event sponsors	Increased number of Event Partners & Sponsors		2023-2024	0.00
	<ul style="list-style-type: none"> <li>Build relationship with Indigenous Sport Organizations and support them in their communities.</li> </ul>	All staff	Limited – NAIG, Coach Education & ISPARC	Increased engagement and program participation – Coach Ed, Competitions, Officials Training, BCA Committees		2023-2024	0.00

GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
	<b>FACILITIES &amp; EQUIPMENT</b>						
<b>Promote and support the development of local Athletics infrastructure/facilities/equipment.</b>	<u><b>Support and Funding</b></u>						
	<ul style="list-style-type: none"> <li>Communicate grant opportunities for infrastructure upgrades to Clubs</li> </ul>	All staff	Notification to communities who are proposing facility development/upgrades	We have more certified track and field facilities in BC.		2022-2023	0.00
	<ul style="list-style-type: none"> <li>Connect local groups who might work together to upgrade infrastructure.</li> </ul>	All staff	Identification as per project	Every community who wants a track has a track		2023-2024	0.00
<b>Objectives:</b>	<b>REVENUE GENERATION</b>						
<b>Diversify non-government revenue sources</b>	<u><b>BC Athletics Alumni</b></u>						
	<ul style="list-style-type: none"> <li>Identify &amp; Engage BC Athletics alumni</li> <li>Develop &amp; Host an Alumni events to increase engagement, development, donations, sponsorship &amp; relationships</li> <li>Use funding generated to enhance Programs &amp; Human Resources</li> </ul>	All staff	ID BC Athletics Athlete and Coach Alumni	Track engagement with this group – newsletter, invitations to events		2023-2024	\$2000.00 / Yr
	<u><b>Sponsorship Strategy</b></u>						
	<ul style="list-style-type: none"> <li>Explore impact of professional sponsorship sales and properties available</li> </ul>	All staff	Staff initiated	Increase Event and Association Sponsorship		2023-2024	TBD
	<b>Fiscal Management</b>						
	<u><b>Reserve Fund</b></u>						
<b>Maintain/increase cash reserves</b>	<ul style="list-style-type: none"> <li>Review and Replenish BC Athletics Reserve Fund</li> </ul>	CEO & Finance Cttee	35K	120K – 150K		2024	% of Surplus fund transfer
	<ul style="list-style-type: none"> <li>Identify / Amend policies for annual investment in reserve fund</li> </ul>	CEO & Finance Cttee	Review current policy of 50% of surplus	Amend and implement as necessary		2024	0.00



GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Update as of Aug 20/22	Target date	Budget Estimate
Objectives:	SAFE SPORT						
	<u>Sport Environment</u>						
Implement initiatives that provide for a safe, secure and healthy Athletics environment in BC	<ul style="list-style-type: none"> <li>BC Athletics - Safe Sport Committee – needs assessment, plan, design, implement as determined</li> </ul>	Staff, Board, Club & External Reps	With Staff	As determined – Functioning BC Athletics Safe Sport Committee		2023-2024	0.00
	<ul style="list-style-type: none"> <li>Review and Update BC Athletics Safe Sport Policies, Programs &amp; Services</li> </ul>	Staff	Current published information	Reviewed annually & updated as needed		2023-2024	0.00
	<ul style="list-style-type: none"> <li>Work with Individual Members, Member Clubs and Partner Organizations to build safe, secure &amp; healthy training and competition environments</li> </ul>	Staff	Clubs have or link to current BC Athletics Safe Sport Information	Reviewed annually & updated as needed		2023-2024	0.00
	HUMAN RESOURCES						
Continued investment in staff professional development	<u>Professional Development</u>						
	<ul style="list-style-type: none"> <li>Reactivate BC Athletics Human Resources Committee</li> </ul>	CEO & Brd Reps	Informal – CEO with recommendations to Brd Chair	HR Cttee – meeting a minimum of twice per yr		2022-2023	\$500.00 / yr
	<ul style="list-style-type: none"> <li>Review &amp; update current HR policies and support</li> </ul>	CEO & Brd Reps	Last updated 2019	Annual Review and Updated as determined		2022-2023	0.00
	<ul style="list-style-type: none"> <li>Support staff in growing in their role through developing new skills and align with individual strengths and goals</li> </ul>	All staff & Brd Reps	Annual Budget provided for Pro-D of Staff and support to participate in Nat'l meetings, seminars, workshops,	Review and update as determined.		2022-2023	0.00
	<ul style="list-style-type: none"> <li>Communicate with B o D and committees on staff capacity to avoid conflicts and overload.</li> </ul>	CEO & HR Cttee	CEO determined	Annual review of Staff Responsibilities and Strategic Plan initiatives & integration with job responsibilities		2022-2023 - 2024	0.00
	GOVERNANCE						
Implement Board & Committee governance best practices	<u>BC Athletics Committees</u>						
	<ul style="list-style-type: none"> <li>Ensure that Committees are serving their purpose and are well supported by board members</li> </ul>	Staff & Brd Reps	Committee – BC Athletics policies and responsibilities documents	Annual Review & Audit of Committees and Board Liaison		2023-2024	0.00
	<u>Board &amp; Committee Criteria</u>						
	<ul style="list-style-type: none"> <li>Create Board/committee skills matrix tracking document</li> </ul>	Marcus Wong / Board	None in place	Skills matrix document approved by Board and implemented/maintained		March 2022/ongoing	0.00

GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics		Target date	Budget Estimate
Implement Board & Committee governance best practices	<u>Recruitment &amp; Succession</u>						
	<ul style="list-style-type: none"> <li>Create Board/committee recruitment process/procedures (to include diversity/indigenization goals)</li> </ul>	Marcus Wong / Board	None in place	Recruitment / volunteer identification process approved by Board and implemented		March - August 2022/ongoing	0.00
	<ul style="list-style-type: none"> <li>Create Board/committee succession planning document</li> </ul>	Marcus Wong / Board	None in place	Succession planning document approved by Board and implemented/maintained		August 2022	0.00

	<b>GOVERNANCE</b>						
	<u>Evaluation</u>						
	<ul style="list-style-type: none"> <li>Implement Board/committee annual evaluation</li> </ul>	Marcus Wong / Board	None in place	Board/committee annual evaluation process approved by Board and implemented / maintained		March 2022/ongoing	0.00
	<u>Code of Conduct &amp; Conflict of Interest</u>						
	<ul style="list-style-type: none"> <li>Implement Board/committee code of conduct</li> </ul>	Marcus Wong / Board	None specific to the Board of Directors	Code of conduct & Conflict of Interest policy approved by Board and all Board / committee members signed	 Review, update & add to current Codes of Conduct	March 2022	0.00
	<u>By-law and Operational Policies</u>						
	<ul style="list-style-type: none"> <li>Implement effective Board/committee governance best practices</li> </ul>	Marcus Wong / Board	As per existing bylaws/policies	New bylaws/policies adopted by the Board and/or AGM as appropriate		August 2022/ongoing	0.00