



**Strategic Plan 2017 - 2020
4 Year Implementation Plan**

Final Draft 4



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

Athlete Development (Sport 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

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Schools	<ul style="list-style-type: none"> • identify and promote the development pathway for children from Run Jump Throw Wheel (RJTW) through school programs to Club programs 	<ul style="list-style-type: none"> • link RJTW and Junior Development programming with a Program Coordinator position with responsibility for BCA children and youth programming through clubs and schools • review and revise RJTW marketing initiatives to better embed the program into schools and clubs • continue to deliver RJTW through schools as an intro / entry program to recruit new participants into the sport • review and improve reporting information to better assess RJTW in schools and clubs • engage collectively with other provinces and Athletics Canada on curricular upgrading and material re-design 					
	<ul style="list-style-type: none"> • provide professional development training for teachers at the elementary and secondary levels to improve physical literacy and skill development through Athletics 	<ul style="list-style-type: none"> • work to establish and encourage training for RJTW as the primary standard and program for elementary school introduction to athletes • partner with BC School Sports Track & Field and Cross Country Commissions to deliver NCCP coaching courses to secondary school coaches <i>(also noted in coaching section)</i> • seek opportunities to present professional development sessions in different school district each year • using school contacts, survey teachers to find out which schools offer Track & Field units in physical education classes, and develop a targeted plan: <ul style="list-style-type: none"> ○ to work with existing programs to ensure that they have the tools and sport understanding to deliver the modules, ○ to engage with non-active schools to introduce Athletics as a physical education option 					
	<ul style="list-style-type: none"> • encourage school programs that are inclusive and promote social engagement in addition to competition 	<ul style="list-style-type: none"> • develop information and educate schools about opportunities for different formats (eg: tiers, team-based, house leagues, intramurals, participation-based), modified events and additional games to include more students in their athletics activities 					

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Schools	<ul style="list-style-type: none"> work with school Athletics events and BC School Sports Commissions to improve event quality and scheduling 	<ul style="list-style-type: none"> continue to work to align events and technical standards with the Athletics LTAD model with the Event Director initiative, discuss scheduling in Track & Field (<i>also see Event Director section</i>) educate teachers and clubs about alternate scheduling possibilities for school meets engage the BCSS Commission Chairs to discuss need to ensure safer standards and use of appropriate facilities for events 					
Track Rascals	<ul style="list-style-type: none"> encourage more Track Rascals events to support increased participation and retention 	<ul style="list-style-type: none"> include Track Rascals in existing competitions (T&F, off-track) improve awareness of Track Rascals as a brand to increase opportunities at events <ul style="list-style-type: none"> offer grants, provide banners, shirts and/or prizes 					
Junior Development	<ul style="list-style-type: none"> develop, in partnership with host clubs, Junior Development competitions in multiple formats to include team, individual and single day competitions 	<ul style="list-style-type: none"> for age 9 – 13 events, develop and distribute information on format and scoring varieties such as team, individual, single day and multi-day competition formats, stand-alone relays, events scored by club results. 					
	<ul style="list-style-type: none"> work with clubs and schools to encourage entry into Athletics for students 	<ul style="list-style-type: none"> develop targeted promotional material for potential new athletes to the sport work with clubs and schools to host “try-it” days and “so you think you’re fast!” events launch a Speaker Series with Olympians / Paralympians and Athlete Ambassadors speaking at schools 					
Clubs	<ul style="list-style-type: none"> develop a targeted campaign to promote club membership for non-performance Road Running and Off-Road Adult participants 	<ul style="list-style-type: none"> encourage club membership in BCA to non-member clubs and groups use competition formats to encourage club membership (ie: team and/or club competitions) build awareness of the benefits of road club membership add “age-group and discipline filters” to the “find a club” page on the website to simplify searches by viewers provide opportunities for clubs to promote themselves at race expos investigate, and if feasible, launch corporate club membership opportunities 					
	<ul style="list-style-type: none"> develop a branding and event campaign that emphasises the attractiveness of Masters participation 	<ul style="list-style-type: none"> encourage and/or promote Masters events as stand-alone meets or within larger meets investigate, and if feasible, encourage Masters throws, jumps or race events ensure that Masters age-groups and activities are given more prominence on the website market Masters participation to parents and volunteers at existing track meets market Masters participation in Track & Field at road races 					



PILLAR: ATHLETE DEVELOPMENT

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

AREA OF EMPHASIS: SPORT PERFORMANCE

Athlete Development (Sport Performance) success is:

- 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

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Athlete Identification	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • conduct an annual review for athletes from the high school T&F and Cross Country championships who are not affiliated with a BCA club, and contact clubs in school areas with info • ensure that school coaches are aware of non-school opportunities for their athletes • investigate, and if appropriate identify top school and BC Games athletes (midget and youth) to invite to BCA camps and clinics • work with AC and their para-identification programmer to assist with and support scouting for para-athletes in BC 					
	<ul style="list-style-type: none"> • develop opportunities to promote the primary skill sets of Athletics to attract athletes from other sports 	<ul style="list-style-type: none"> • develop promotional materials targeted to advanced athletes from other sports • develop and communicate an athlete matrix to be available to coaches, parents and athletes highlighting preferred physical attributes and skill sets • work with the national Training Ground Program to target school-aged athletes • work with CSIP and the Regional Alliance to identify current opportunities or develop new opportunities to support athlete identification • develop a “return to athletics” campaign targeted to former Athletics-involved athletes 					
Training and Competitions	<ul style="list-style-type: none"> • design and deliver a series of training camp initiatives to support athletes in various age groups and locations in the province 	<ul style="list-style-type: none"> • ensure that all Track & Field training camps support LTAD principles • review and update as necessary the sanctioning (approval) process for training camps to ensure technical alignment with LTAD • develop successful training camp models to ensure access around the province for athletes 					
	<ul style="list-style-type: none"> • use the BC Endurance Project concept as a model for other selected events or disciplines 	<ul style="list-style-type: none"> • investigate and if feasible, develop two new Event Group projects <ul style="list-style-type: none"> ○ secure matching funding to launch project 					

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Training and Competitions	<ul style="list-style-type: none"> provide athlete and IST support services to help athletes to train and perform at their best 	<ul style="list-style-type: none"> conduct a survey and analysis of athlete and IST services to determine impact and best investment choices investigate opportunities and the impact having a BCA physio with the team at championships examine the cost of providing CAIP coverage to all High Performance athletes and make appropriate recommendations identify sport science and sport medicine practitioners who are interested in working with BCA High Performance athletes identify Strength & Conditioning coaches interested in working with BCA High Performance athletes 					
	<ul style="list-style-type: none"> ensure the continuation and enhancement of the BC Team program, including team staff training and development 	<ul style="list-style-type: none"> investigate, and if feasible, identify regional development teams to form a competitive series within larger existing events review roles and responsibilities for provincial team staff, and conduct annual team staff orientation and training recruit a team physio to travel with provincial team establish and regularly review expectations for team standards and codes of conduct, and make the addition of anti-bullying language to the Code promote the availability of BC Team programs for Track & Field, Road Running, Race Walk and Cross Country for all appropriate age group teams provide information and education about standards and events to athletes and coaches on the team and high performance pathway as appropriate, offer media, sponsor and community relations education and information for BC Team and High Performance athletes 					



PILLAR: TECHNICAL LEADERSHIP

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

AREA OF EMPHASIS: COACHES

Technical Leadership (coaching) 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

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Recruitment	<ul style="list-style-type: none"> • continue to promote the BCA coaching continuum to recruit and educate current athletes, university athletes, parents, teachers and former athletes 	<ul style="list-style-type: none"> • provide tailored courses for specific target groups, including university athletes, BC Games, Parent Primer, Teacher courses, High Performance athletes (event specific) • find and use opportunities to encourage and transition teacher-sponsors and parents to coaching • promote the coach continuum to clubs (eg: RJTW Learning Facilitator at each club with children) 	Coaching Education Coordinator	X	X	X	X
				X	X	X	X
				X	X	X	X
Education	<ul style="list-style-type: none"> • encourage teacher-coach development through teacher-specific NCCP courses 	<ul style="list-style-type: none"> • work with BC School Sports and BC Track & Field and Cross Country Commissions to plan, promote and deliver approved NCCP courses for teachers • work with School District Track & Field Coordinators to plan, promote and deliver approved NCCP courses during Professional Development days. 	Coaching Education Coordinator	X	X	X	X
				X	X	X	X
Education	<ul style="list-style-type: none"> • develop and publish a multi-year coach education plan and calendar 	<ul style="list-style-type: none"> • develop both annual and multi-year lists for major yearly, bi-annual and quadrennial coaching activities • build out the regional activity list to ensure that all zones have coach education opportunities • take advantage of opportunities to link coach education to national championships and other major events • publish an annual call out to clubs for proposed club-hosted coach education initiatives, to be discussed at the calendar congress • investigate hosting a larger scale provincial and/or regional coach conference, and if feasible, activate within the plan quadrennial 	Coaching Education Coordinator & Coach Committee				
Leadership	<ul style="list-style-type: none"> • maintain the Coaching Advisory Committee to assist with and support coaching endeavours in the province 	<ul style="list-style-type: none"> • develop committee Terms of Reference and make appointments to the Committee • develop the annual schedule of meetings most advantageous to program planning • ensure that the committee provides input to the Strategic and Operating Plan activities and initiatives 	Coaching Education Coordinator	X			
				X	X	X	X
				X	X	X	X

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Development	<ul style="list-style-type: none"> develop a framework to connect club and school coaches 	<ul style="list-style-type: none"> create and maintain a matrix linking clubs and schools geographically, includes key club and school contacts, and make available to BCA programing staff, clubs and schools provide suggestions and support opportunities (if possible) for club outreach investigate the feasibility of hosting joint social opportunities to bring club and school coaches together during high schools’ championships and provincial events facilitate and encourage clubs to invite school coaches to events as club guests (eg: annual Club Awards Banquet) 					
	<ul style="list-style-type: none"> offer professional development opportunities that align with the technical and multi-level needs of the system 	<ul style="list-style-type: none"> continue the “Summer Twilight Series” for coach Pro-d and replicate this type of opportunity in every zone actively request input from coaches about professional development preferences at appropriate opportunities continue to support Coach Developer learning and training to meet the needs of the system 	Coaching Education Coordinator				
	<ul style="list-style-type: none"> develop and implement a mentorship program to encourage continued improvement of identified coaches 	<ul style="list-style-type: none"> develop a mentorship program to support identified coaches, including: <ul style="list-style-type: none"> selection of senior mentors application or selection process for mentorees Identification of resource support establish program deliverables a reporting and accountability system for all participants to expand the impact and benefits of the mentoring program, require that mentorees will in turn deliver pro-d sessions to their local teacher coaches and younger club coaches 					
	<ul style="list-style-type: none"> develop and / or link to online coaching resources for all disciplines and levels 	<ul style="list-style-type: none"> conduct outreach to high performance coaches to collect their recommended sources for external coaching resources <ul style="list-style-type: none"> evaluate information received to determine appropriateness for inclusion in resource catalogue conduct an annual review of all posted resource sites and material, and add / delete as necessary 	Coaching Education Coordinator Coach Advisory Comm Coach Advisory Comm				
	<ul style="list-style-type: none"> based on high performance principles, support programs that align athlete performance and the coach knowledge pathway 	<ul style="list-style-type: none"> design upgraded pro-d strategies offered to club coaches of identified athletes offer additional NCCP training and other pro-d opportunities to coaches of athletes on the provincial and/or national teams 					



PILLAR: TECHNICAL LEADERSHIP

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

AREA OF EMPHASIS: OFFICIALS

Technical Leadership (officials) success is:

- 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

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<p>Recruitment and Retention</p>	<ul style="list-style-type: none"> • activate the Officials' 2014 recruitment initiative to ensure the appropriate growth and retention of officials 	<ul style="list-style-type: none"> • recruit new officials from clubs—work with clubs to: <ul style="list-style-type: none"> ○ Identify and train/develop club members to become officials—including athletes, parents and retired club members and coaches. ○ Retain, or re-recruit after an absence, officials who first became involved as a parent, after their children move on from the sport. ○ Identify a member, or Board representative, to act as the Official’s liaison within the club to assist with recruitment, training, development, scheduling and tracking officials within the club. • recruit new officials from schools—work with school contacts to: <ul style="list-style-type: none"> ○ Use School District meets as recruitment and training/development grounds for new officials (e.g., teachers, staff, coaches, administrators, parents). • recruit new officials from Masters and retired athletes—work with BCA to: <ul style="list-style-type: none"> ○ Identify and train/develop master athletes and other athletes (e.g., senior athletes) to become officials. • recruit new officials from meets—work with schools and clubs to: <ul style="list-style-type: none"> ○ Dovetail promotion and training activities in conjunction with meets and events to prepare volunteers and encourage transitioning into officiating (collect contact info from meet or club organizers). ○ Provide information and materials to volunteers and potential new officials (e.g., business cards to contact senior official). • use senior officials to recruit and develop officials: <ul style="list-style-type: none"> ○ Encourage senior officials to use their contacts and interactions at meets to recruit new officials and encourage existing officials to upgrade their disciplines. • keep track of officials (Contact Management System)—maintain and enhance the database of official’s information: <ul style="list-style-type: none"> ○ Capture electronically, the level, disciplines, training, experience, membership. ○ Investigate use of fillable forms to transition info straight to data base. ○ Capture information from volunteers expressing interest in officiating 					

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
	<ul style="list-style-type: none"> in support of sustainability, increase officials training for member and school-based athletes 	<p><u>Athlete Initiatives</u></p> <ul style="list-style-type: none"> undertake new techniques, approaches or pilots to recruit master athletes and/or senior athletes retiring from the sport. For example, undertake a “Invite a Friend, Neighbour, Relative” initiative to encourage current officials to introduce the sport and officiating to new recruits. <p><u>School-Based Initiatives</u></p> <ul style="list-style-type: none"> assign specific officials to provide introductory programs at various events, and to act as on-site resources for school-aged officials provide information to schools on the Under-18 (U18) Junior Program for Officials. Support the delivery of the U18 program for schools expressing an interest in the program for their school/district. promote the External Sport Credit opportunities in grades 10, 11 and 12 for students participating as officials. investigate, and if appropriate, develop and promote opportunities for students to earn their required Community service credits through officiating or volunteering at meets and events, and recruit into on-going roles. <p><u>General</u></p> <ul style="list-style-type: none"> work with coaching education to offer Level One Officials education as part of the NCCP Sport Coach course. revise as needed and expand the use of promotional materials in recruitment of officials. 					
Training and Education	<ul style="list-style-type: none"> develop and publish a multi-year Officials course plan and calendar 	<ul style="list-style-type: none"> conduct an on-going analysis of levels in place, and future needs to plan for appropriate courses and levels, for all regions work, on an annual basis with Regional Coordinators to identify the needs of each region and plan for course dates and locations publish a 4 year rolling plan and add information to the BCA Calendar of Events, the officials section of the BCA website, the officials’ newsletter and regional communication vehicles. 					
	<ul style="list-style-type: none"> develop and implement an active support and advancement program to encourage continued upgrading and training of all officials 	<ul style="list-style-type: none"> develop a mentorship program to support identified officials, including: <ul style="list-style-type: none"> selection of senior mentors application or selection process for mentorees Identification of resource support establish program deliverables and training and support tools (eg: Passport for Progress to Level 2 Officials, Quick Guides for Officials) a reporting and accountability system for all participants work with the National Officials Committee to access training materials suitable for the mentorships and/or advancement initiatives identify candidates for upgrading to Level 4 (by discipline) <ul style="list-style-type: none"> work with Athletics Canada to have evaluators assigned at N level meets Make use Level 4 meets. 					

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
	<ul style="list-style-type: none"> ensure that Officials training courses are delivered relative to the needs of each region and discipline 	<ul style="list-style-type: none"> investigate and if appropriate implement the training and designation of off-track officials survey competition opportunities in zones 7 & 8 to determine the needs of the regions, and build findings into the multi-year education and training calendar build capacity to service large events in underserved areas or areas of low density: to include 55+ and BC Summer Games 					
	<ul style="list-style-type: none"> explore and develop online training and professional development resources 	<ul style="list-style-type: none"> assist the National Officials Committee Training Working Group with the consolidation of existing Level 1 and 2 courses to develop standardized materials reorganize the Officials section of the website to improve navigation create positions descriptions and meet checklists for all positions that can be accessed from the website to support less experienced officials (e.g., Core competencies for each level; Quick Guides for Officials). investigate the practicality of offering online education material to support training and development needs of officials at all levels (e.g., self-directed and/or self-study for Level 1 courses) 					
Recognition	<ul style="list-style-type: none"> maintain and enhance a multi-faceted program for officials that encourages retention and recognizes participation, upgrading and years of service 	<ul style="list-style-type: none"> continue to offer the BC Athletics annual recognition annual recognition “Official of the Year” awards for officials in 4 categories work with Athletics Canada to re-activate the AC service pins for 5 to 50 years of officials’ service at 5 year increments. continue the program to recognize upgraded officials at the general meeting and on the website maintain the recognition program for active officials after earning appropriate minimum credits encourage and recognize clubs for the work that they do in recruiting and training officials <ul style="list-style-type: none"> Collect and publish successful practices from clubs in recruiting, training and retaining officials 					
Support Services	<ul style="list-style-type: none"> increase support services available for officiating initiatives 	<ul style="list-style-type: none"> invest the use of resources from the <u>Officials’</u> Fund to help underwrite a staff position to provide assistance to the Officials Program 					
Technical Delegate	<ul style="list-style-type: none"> provide training and development opportunities for Technical Delegates 	<ul style="list-style-type: none"> develop and maintain a recruitment and training program for Technical Delegates 					



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

AREA OF EMPHASIS: EVENT DIRECTORS

Technical Development (Event Directors) success is:

- the Event Director Development Program is fully developed and activated

COMPONENT	STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
Development	<ul style="list-style-type: none"> work with event directors to continuously improve the quality of meets and events in British Columbia 	<ul style="list-style-type: none"> advance Event Directors development through support through an application process for selected BC individuals to attend the Athletics Canada annual Race Directors Summit for road racing build and maintain on-going communication with Event Directors to solicit support and work together to align the organization, competition levels and delivery of events with the plan Competition strategies and initiatives at least every two years, review and revise the Meet Director package to ensure that it meets organizational, competition and development needs. develop and activate a post-event debriefing checklist and report. encourage meet directors and officials to work together in planning the meet schedule to ensure efficient use of officials and adequate time for each event given the number of athletes. 	Off Ctte				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> build a training and education platform with a variety of information sources, applicable to Event Directors in all disciplines <ul style="list-style-type: none"> collect examples of successful practices in BC and share online host education opportunities with both joint workshops for all disciplines and break-out sessions with targeted audiences establish a shared Community of Practice so that Event Directors can communicate with each other develop a template for the holding of high performance competitions that addresses the required rules, regulations and standards develop and publish online information from a variety of sources to assist and improve the organization and delivery of meets and events, to be reviewed and added to or deleted from regularly 					



PILLAR: COMPETITION

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

AREA OF EMPHASIS: COMPETITIONS

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

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • continuously improve competitions through strong event management, well trained officials and volunteers and appropriate use of technology 	<ul style="list-style-type: none"> • develop a resource highlighting successful practices for recruiting, training. Managing and retaining event volunteers • develop and offer event management seminars • review and update technology systems • investigate opportunities for on-site display boards to post live results • review and revise as necessary, the sanctioning process and materials to protect the quality and integrity of all approved meets and races, and continue alignment with LTAD • regularly review Competitions Volunteer Checklists as needed • investigate potential impact, and if beneficial, activate a “certified” status for off-road sanctioning • investigate and if feasible, conduct post-event surveys at BC Championships to assess event quality and needed improvements • review and if necessary revise the Technical Delegate’s role at sanctioned events to improve on-site quality control • investigate and if appropriate implement a doping control testing program at selected BCA-sanctioned events 					
<ul style="list-style-type: none"> • develop meet and race calendars and formats that support the goals of the Strategic Plan 	<p><u>Sport Development</u></p> <ul style="list-style-type: none"> • review and integrate as possible, club and team championships in all appropriate age groups for Track & Field, Road Racing, Race Walk and Cross Country • encourage different race formats such as relays or race series to increase participant and provide competitive focus • through surveys, increase knowledge about existing competition opportunities, such as location, service audience, date, host / organizer, facility limitations, para-opportunities, age groups etc) • publish information about various types of formats to expand knowledge and entice change (short meets, evening meets, limiting # of events etc) 					

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> develop meet and race calendars and formats that support the goals of the Strategic Plan 	<ul style="list-style-type: none"> investigate promotion and use of trail running and mountain running events to expand opportunities for Adult and Masters runners investigate the benefits of sanctioning a “race series” through one sanction application / process, and if appropriate, activate review and ensure the delivery of BCA Championships in all approved events for each age group <p><u>High Performance</u></p> <ul style="list-style-type: none"> develop a series of HP competition opportunities to support HP athletes in identified events explore various formats for different event groups to target HP athlete competitions establish regional teams for developmental athletes at selected events create a small number of HP events in selected meets to improve support of various competitions 					
<ul style="list-style-type: none"> work with event directors, official, coaches and athletes to improve the quality and delivery of events in BC 	<ul style="list-style-type: none"> work with event directors to maintain top standards and event quality to continue to attract athletes conduct a cost-benefit analysis of key events to develop scheduling guidelines and recommended athlete limits investigate the pros and cons for “no fees” for HP athletes at key events, and if feasible, work with event directors to implement re-introduce Awards ceremonies at Provincial Championships heighten profile of events and awards ceremonies by involving national team alumni review and expand the BC Championships Bid application to inquire about equipment availability in applicant areas include a listing of equipment available in the applicant’s community / zone, and to request a letter of endorsement from the local community investigate the feasibility and make recommendations for a multi-level sanctioning process for off-track events, to address: <ul style="list-style-type: none"> standardization of results course measurement course certification age groups officiating awards results publishing 					
<ul style="list-style-type: none"> encourage opportunities to provide Junior Development athletes with exposure to High Performance athletes 	<ul style="list-style-type: none"> provide a specific time period and HP event within age-group events create interaction opportunities for HP athletes and JD athletes (booth, discussions, hold short training sessions) 					

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> increase opportunities for para athletes at high performance and high profile meets and races 	<ul style="list-style-type: none"> negotiate with events to attract a High Performance Group for para events at high profile meets leading up to next games work with Disability Sport organizations and para coaches to plan and implement opportunities for next 4 years 					
<ul style="list-style-type: none"> work with event organizers to improve promotion and awareness for off-road competitions 	<ul style="list-style-type: none"> work with event organizers to encourage sanctioning for more events encourage events to utilize High Performance athletes for mutual benefit Investigate hosting a February Cross Country event to accommodate gap in the schedule Investigate and make recommendations to increase participation in non-championship cross country events review and update the Provincial and Regional Race Series relative to the selection of events in the series, costs / benefits to the event organizers and the promotion and marketing of the series 					
<ul style="list-style-type: none"> assist in building an appropriate inventory of equipment in all regions of the province 	<ul style="list-style-type: none"> to raise awareness of availability, create a website page for clubs to post their equipment inventory 					



PILLAR: COMPETITION

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

AREA OF EMPHASIS: FACILITIES

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

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • formalize a facility strategy and standards appropriate to geographical areas and levels of competition 	<ul style="list-style-type: none"> • Be an advocate for and provide leadership to the development of Athletics facilities around the province • Work with appropriate sport partners to develop multi-sport facilities that will benefit the development of Athletics • investigate and provide information on potential facility funding sources for interested clubs or groups • advocate for indoor training facilities for high performance athletes in the Lower Mainland and Fraser Valley • lobby appropriate government levels and other potential funders for upgrading of key facilities 					
<ul style="list-style-type: none"> • improve opportunities for quality road race events through an facility accessibility and standards strategy 	<ul style="list-style-type: none"> • work with appropriate government levels to improve access to roads at reasonable permit costs • advocate to municipalities about them requiring BCA sanctioning approval in order for applicants to obtain road access permits 					



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

Organization Capacity success is:

- BC Athletics has effectively and efficiently allocated resources to implement the Strategic Plan

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • maximize revenue generation while continuing effective program and services delivery 	<ul style="list-style-type: none"> • conduct a financial analysis for each program to determine the costs and benefits of initiating and/or managing each area of work • investigate additional revenue generating opportunities around the annual awards event (ie: trade show, workshops) • conduct a review of program and member fees on a regular basis • investigate granting opportunities through gaming, foundations and organizations, and if beneficial, build relationships to pursue additional or new funding • advocate for the reduction of Provincial Sales Tax for not-for-profit organizations 					
<ul style="list-style-type: none"> • develop and implement a sponsorship program for BCA-owned events and products 	<ul style="list-style-type: none"> • investigate and pursue opportunities for sponsors and suppliers for provincial championships • investigate and pursue sponsors and suppliers for provincial teams • provide excellent service to maintain the sponsor of the provincial team • investigate and pursue sponsor and supplier opportunities for RJTW, coaching, officials and other events 					
<ul style="list-style-type: none"> • develop and implement a philanthropic initiative 	<ul style="list-style-type: none"> • promote the National Sport Trust Fund (NSTF) as a philanthropic opportunity for clubs and BCA • promote Athletics Canada’s charitable status as a philanthropic opportunity for clubs and BCA • investigate and if appropriate, launch a Planned Giving Program 					
<ul style="list-style-type: none"> • develop and implement an e-commerce strategy 	<ul style="list-style-type: none"> • explore opportunities, costs and the practicality of a merchandizing program • review and expand e-commerce through coaching manuals, rule books, promotional apparel 					



PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: MEMBERS

Organization Capacity success is:

- 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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • encourage all participants in Athletics events to become full members 	<ul style="list-style-type: none"> • investigate membership initiatives and rules in other provinces to possibly incorporate into BCA’s policies • target specific running events with discounted BCA membership opportunities • work with non-member running clubs to entice them to become BCA members (using various initiatives in coaching, insurance, seminars and discounts etc) 					
<ul style="list-style-type: none"> • support improved recruitment and retention by ensuring that services and benefits meet the needs and preferences of members 	<ul style="list-style-type: none"> • work with clubs servicing children to help them recruit and retain 6 – 8-year-old members • review membership section on website to ensure easy navigation and complete information for both new and existing members • conduct an analysis of current member services and benefits to determine each one’s effectiveness and continuation or abandonment • review and renew current supplier discount program suppliers as appropriate • continue the emphasis on school district membership promotion and recruitment, and link when appropriate to school-delivery programming initiatives • review the BCA Homepage to ensure easy navigation to all age group and programming information 					
<ul style="list-style-type: none"> • examine the value and benefits of a Membership Advisory Committee 	<ul style="list-style-type: none"> • if the Membership Advisory Committee is feasible, establish a Terms of Reference and strike such a committee 					



PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: CLUBS

Organization Capacity success is:

- 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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • provide club development support and services through volunteer training, grant information and promotional partnerships 	<ul style="list-style-type: none"> • work with club registrars to administer the registration system • extend the current membership registration system to allow for individuals to populate their own membership application, which is then submitted to either their Club registrar or directly to BCA for unattached (non-club) members • investigate the interest in, and the opportunity to re-introduce Club Excellence • communicate with clubs about federal, provincial and corporate granting opportunities to support club sustainability and growth • support and assist clubs to partner together to host Track & Field and Cross Country meets • where opportunities exist, provide best practice information to clubs • advise clubs about and encourage use of the NSTF for club resource generation 					
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • educate clubs about opportunities and mechanisms to help schools deliver Track & Field programs • examine opportunities for inclusion of Track & Field and Cross Country initiatives in teacher Pro-D programs • investigate and work to ensure inclusion of Track & Field in elementary teacher training 					
<ul style="list-style-type: none"> • encourage a larger and higher profile community presence for clubs through local sport council membership 	<ul style="list-style-type: none"> • review current sport council contact information (viaSport / Sport Branch) from around the province and advise clubs of opportunities in their municipalities • educate clubs about beneficial opportunities through local sport council involvement 					



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

Organization Capacity success is:

- 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

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • increase the focus and support on marketing and communication for resulting benefits in membership growth and increased resource opportunities 	<ul style="list-style-type: none"> • investigate the addition of a Marketing and Communication staff person to oversee marketing, communications, promotion, service sponsor and supplier and to ensure consistency in messaging in all BCA materials 					
<ul style="list-style-type: none"> • ensure that the website provides current information and links to other appropriate sites with simple navigation tools and a visually appealing format 	<ul style="list-style-type: none"> • review the site map for the website and revise as necessary to ease navigation for all areas 					
<ul style="list-style-type: none"> • encourage online communities and sharing of technical and club resources and information through the website 	<ul style="list-style-type: none"> • investigate examples of internal communities of practice on sites, and if appropriate, design and networking and sharing opportunities for best practice information 					
<ul style="list-style-type: none"> • develop streamlined, targeted and relevant communications for each user group 	<ul style="list-style-type: none"> • continue to use, and refine as necessary, data base filters to enable targeted communication lists <ul style="list-style-type: none"> ○ identify user groups to which specific types or streams of communication / information should be sent • increase direct communication to club executives and Boards 					
<ul style="list-style-type: none"> • improve and accentuate the benefits and advantages of being a BCA member using all communication vehicles 	<ul style="list-style-type: none"> • emphasize branding of discipline-specific logos in promotion of membership opportunities • review all current membership descriptions / write-ups to ensure appeal and continuity • create links and descriptions of BCA membership types and benefits to be posted on all member club websites 					
<ul style="list-style-type: none"> • work with athletes and other members to tell their stories to support involvement in the sport, member good will and advocacy 	<ul style="list-style-type: none"> • increase interest and awareness for the sport with a system for collecting regular contributions and posting of: <ul style="list-style-type: none"> ○ athlete stories ○ Coach profiles ○ Coach and Official's stories ○ Partner profiles (corporations / sponsors) ○ Event profiles 					



STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> improve promotion and awareness of the opportunities and benefits of Athletics through increased visibility, and purposeful connections to physical literacy, wellness, and skill transition 	<ul style="list-style-type: none"> explore and pursue editorial opportunities in print and electronic media update current tent, rack cards, brochures and banner systems investigate opportunities for brand promotion through corporate and public businesses research and improve search engine optimization for the BC Athletics website 					
<ul style="list-style-type: none"> work with clubs, meet and event directors and schools to make Athletics more accessible to a wider audience of potential participants and members 	<ul style="list-style-type: none"> develop and launch a public campaign to establish Athletics as “the foundation” sport for basic sport skill acquisition develop and launch a public campaign to promote the wide range of programs, activities and opportunities available through BC Athletics 					



PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: VOLUNTEERS AND RECOGNITION

Organization Capacity success is:

- 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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • develop and activate an environment of appreciation and support for all volunteers 	<ul style="list-style-type: none"> • update all event and meet manuals to ensure that volunteers are recognized and thanked at events • add a “Volunteer” tab (secondary row) on the website that describes various volunteer functions, how to get involved, and links to other pertinent parts of the site • investigate and if appropriate, launch a “Volunteer of the Month” concept on the website • encourage clubs to take advantage of local community awards or newspaper volunteer columns • continue to highlight community volunteers through the Sport BC Community Sport Hero program • continue to acknowledge BCA volunteers through the annual Sport BC Presidents’ Award 					
<ul style="list-style-type: none"> • continue to offer appropriate volunteer development opportunities to strengthen program and event delivery 	<ul style="list-style-type: none"> • continue to offer organizational development learning opportunities annually • explore opportunities to present Club Excellence modules • review and if appropriate, revise the “How to Start a Club” materials and re-launch • create opportunities for best practices presentations 					
<ul style="list-style-type: none"> • provide leadership, promotion and on-going support for the Awards system, including volunteer service recognition, annual awards and other opportunities 	<ul style="list-style-type: none"> • establish an Awards Committee that is external to the Board to expand involvement of more volunteers in the process • review and revise, if necessary, all current awards and recognition criteria, and the selection and application procedures • review current awards to ensure continued validity and appropriateness, and explore additional opportunities • formalize the nomination and selection process for the BCA Hall of Fame and other awards as appropriate • explore opportunities for, and if appropriate provide post-award media releases • review and if necessary revise the communication and promotion for annual awards 					



PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: PARTNERSHIPS

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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • explore and activate partnerships with health, recreation, education and communities as appropriate to further the goals and opportunities for Athletics 	<ul style="list-style-type: none"> • conduct a review of agencies and opportunities in the identified sectors • plan, develop and implement strategic initiatives with identified agencies to support and advance the vision of BCA 					
<ul style="list-style-type: none"> • work with post-secondary institutes for mutual benefit and advancement 	<ul style="list-style-type: none"> • continue to engage with appropriate post-secondary academic programs to promote Athletics learning opportunities • explore competition hosting opportunities with post-secondary institutes • explore training or camp opportunities at post-secondary institutes • explore opportunities for program delivery through post-secondary institutes 					
<ul style="list-style-type: none"> • partner with other sport organizations as appropriate for mutual benefit and advancement 	<ul style="list-style-type: none"> • continue to work with BC Wheelchair Sports, BC Blind Sport, BC Special Olympics, SportAbility, BC Amputee Sports and BC Deaf Sports for the benefit of athletes with a disability • explore mutually beneficial partnerships with other provincial sport organizations in the areas of athlete identification, athlete development, competition opportunities, and coach and officials training and development • explore opportunities with other sport organizations around facility development and upgrades 					



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

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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • maintain strong financial management through appropriate controls and oversight 	<ul style="list-style-type: none"> • review and revise as necessary financial management policies • review and revise as necessary the Terms of Reference for the Finance Committee • continue to present Financial Statements at Board and Executive meetings 					
<ul style="list-style-type: none"> • maintain and update as necessary, compliance with all Human Resource legislative and contractual requirements 	<ul style="list-style-type: none"> • ensure continued compliance with all reporting and legislative requirements • review and update the BCA Employee Policies, including the addition of a formal staff pro-d policy • ensure compliance with all employee and contractor agreements 					
<ul style="list-style-type: none"> • provide Professional Development support to employees to ensure continued personal growth for the benefit of employees and BC Athletics 	<ul style="list-style-type: none"> • continue to provide reasonable professional development support to staff (through a request process and based on budget) 					
<ul style="list-style-type: none"> • maintain a staff complement appropriate for the work load and expectations of the association 	<ul style="list-style-type: none"> • investigate the addition of a Marketing and Communication staff position to ensure implementation of the initiatives and expectations of the 2017-2020 Strategic Plan and Implementation Plan 					



PILLAR: ORGANIZATION CAPACITY

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AREA OF EMPHASIS: GOVERNANCE

- 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 Organization Capacity success is:

STRATEGIES	ACTIVITY / TACTIC	RESPONSIBILITY	2017	2018	2019	2020
<ul style="list-style-type: none"> • ensure that governance systems provide appropriate leadership and oversight for the association 	<ul style="list-style-type: none"> • re-engage the recent “Governance Review” and ensure that the recommendations for policies & procedures and rules and regulations have been implemented • strike a formal Nominations Committee • build and implement an effective Board recruitment and succession plan 					
<ul style="list-style-type: none"> • continue to provide an effective monitoring and evaluation process for strategic planning initiatives 	<p><u>Monitoring and Reporting</u></p> <ul style="list-style-type: none"> • complete and maintain the Key Performance Indicators worksheet to monitor the plan progress • ensure that reports to the Board and membership from staff and committees relate to Strategic Plan goals and strategies • Reports to the Board of Directors will relate to Strategic Objectives within the Plan framework • Staff reports will relate to Strategic Objectives, the Action Plan and committee work <p><u>Committees’ Work</u></p> <ul style="list-style-type: none"> • present an annual education session and discussion for the Board and Committee Chairs about how committee work relates to the Strategic Plan <p><u>Membership Reporting/Tracking</u></p> <ul style="list-style-type: none"> • relate key reports to the Strategic Plan framework and components • annually collect and analyse the data for provincial and national membership statistics • present an annual Strategic Plan Report to membership <p><u>Partner Reporting</u></p> <ul style="list-style-type: none"> • ensure submission of final Strategic Plan and annual reporting to funding partners <p><u>Plan Alignment</u></p> <ul style="list-style-type: none"> • review programs to ensure continued effectiveness and alignment with the Vision and Mission Statement 					