



BC ATHLETICS STRATEGIC PLAN 2017 – 2020

Final Draft

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BC ATHLETICS STRATEGIC PLAN 2017 – 2020

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BC ATHLETICS STRATEGIC PLAN 2017 – 2020

INTRODUCTION

BC Athletics is registered under the Societies Act of British Columbia, and is affiliated with Athletics Canada. The purpose of BC Athletics is to promote, encourage and develop the widest participation and the highest proficiency in track & field, race walking, road running, marathons, ultras, trail and mountain running, and cross country running in British Columbia. BC Athletics is governed by a Board of Directors and the membership structure includes individuals, clubs and affiliated organizations through-out the province.

This Plan provides the strategic direction and proposed outcomes for the 2017 – 2020 period. It is ambitious yet embedded with cautious realism. Athlete Development remains the association's priority. The Strategic Plan will build on the success and innovation of the work undertaken during the previous four years, and addresses many of the current issues and challenges that face the association. The annual membership grew by 25% between 2012 and 2016 although school memberships declined during that same period. A stronger connection with schools is a central theme in the 2017 – 2020 plan.

Member engagement was an important element in the development of this 2017 – 2020 BC Athletics Strategic Plan. Over 300 members responded to a survey requesting opinions about services and programs. Several key stakeholders were interviewed and 40 members attended a November 2016 Strategic Planning session. All of this input informed the Plan content and priorities. The Strategic Planning process was facilitated by Marilyn Payne Consulting.

The association will also develop a four-year Operational Plan to set out the implementation steps, timelines and resources for successful activation of the Strategic Plan. The Strategic Plan is a living document that will respond to external influencers affecting the association's environment.

THE 2017-2020 STRATEGIC PLAN

VISION – the Vision describes the long term future for the association

BC Athletics will provide international level excellence in Athletics.

MISSION STATEMENT – the Mission Statement is the purpose of the association

Through leadership and the delivery of dynamic programs and services, BC Athletics drives the growth and development of Athletics in BC.

VALUES – values direct association behaviour

BC Athletics will:

- *conduct ourselves with **INTEGRITY** and **RESPECT**, through ethical decision making, honesty and fairness for all members;*
- *create a **FUN AND POSITIVE EXPERIENCE** for our participants;*
- *promote **PERSONAL ACHIEVEMENT** as being equally important as the pursuit of organizational excellence;*
- *strive for **EXCELLENCE** in everything that we do;*
- *link the **PRINCIPLES OF CANADIAN SPORT FOR LIFE** to the programs and services of the association;*

- be **INCLUSIVE** in all of our activities, respecting differences and championing affordable opportunities and accessible programs
- encourage continued **PARTICIPATION** in Athletics through a variety of opportunities as an athlete, coach, official or sport volunteer;
- create a **SENSE OF COMMUNITY** through a collaborative and supportive environment; and
- drive **CREATIVITY AND INNOVATION** as we work to continually improve.

PLAN PILLARS AND GOALS

As depicted on page 3, the plan is framed with the four Pillars of ATHLETE DEVELOPMENT, TECHNICAL LEADERSHIP, COMPETITION and ORGANIZATION CAPACITY. The Areas of Emphasis within each Pillar represent major categories of programming and business for BC Athletics. A Goal Statement for each Pillar sets out the most critical planned outcome for that pillar through the achievement of the strategic objectives.

ISSUES AND CHALLENGES

The planning process identified a number of critical factors for the sport and the organization. The association's ability to successfully negate or address the factors below will significantly impact implementation of the Plan.

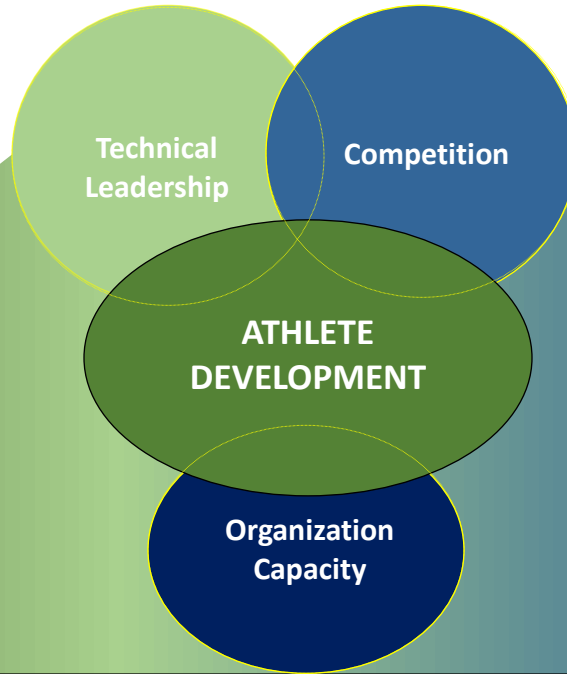
- Ensuring appropriate opportunities for participants in all regions of the province
- Engaging schools to help connect with children and youth at a critical time in their sport development
- Funding support and development of club coaches at all levels
- Quality indoor and outdoor training facilities in all regions of the province
- Providing a competitions program that appeals to a wide range of abilities and interests

STRATEGIC PRIORITIES

The Plan content is presented as Strategic Objectives starting on page 4 of this document. Strategic Priorities listed below were identified by the planning meeting delegates as having primary importance to the continued successful growth and development of all of the disciplines of Athletics in British Columbia.

- Building and maintaining a strong and influential presence in elementary and secondary schools to support physical literacy and Athletics skill development
- Improving the transition of Day of Event members to annual membership
- Continuing to deliver the strong BC performance program with opportunities in all disciplines and an aligned pathway to the national team
- Coach support and development, with beneficial learning opportunities
- High quality competitions in all disciplines through a variety of formats and opportunities
- A successful recruitment and retention strategy to grow our team of Officials
- Increased financial resources and organizational capacity
- More awareness and visibility for the sport and all of our disciplines

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



PILLARS	ATHLETE DEVELOPMENT	TECHNICAL LEADERSHIP	COMPETITION	ORGANIZATION CAPACITY
GOALS	<i>Increase recruitment, development and retention of athletes in a way that encourages and supports maximizing potential.</i>	<i>A sufficient number of qualified and knowledgeable coaches, officials and event directors to achieve athlete development.</i>	<i>Provide a competition program that effectively meets the needs of all athletes.</i>	<i>Increase revenue generation to enable organizational excellence in the delivery of athlete development, technical leadership and competitions.</i>
AREAS OF EMPHASIS	1. Sport Development 2. Sport Performance	3. Coaching 4. Officials 5. Event Directors	6. Competitions 7. Facilities	8. Revenue Generation 9. Members 10. Clubs 11. Communication 12. Marketing and Promotion 13. Volunteers and Recognition 14. Partnerships 15. Organizational Management 16. Governance

STRATEGIC OBJECTIVES 2017 - 2020

PILLAR: ATHLETE DEVELOPMENT

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

AREA OF EMPHASIS: SPORT DEVELOPMENT

STRATEGIES

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 • provide professional development training for teachers at the elementary and secondary levels to improve physical literacy and skill development through Athletics • encourage school programs that are inclusive and promote social engagement in addition to competition • work with secondary school Athletics events and BC School Sports Commissions to improve event quality and scheduling
TRACK RASCALS	<ul style="list-style-type: none"> • encourage more Track Rascals events to support increased participation and retention
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 • work with clubs and schools to encourage entry into Athletics for students
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 • develop a branding and event campaign that emphasises the attractiveness of Masters participation

AREA OF EMPHASIS: SPORT PERFORMANCE

STRATEGIES

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 • develop opportunities to promote the primary skill sets of Athletics to attract athletes from other sports
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 • use the BC Endurance project concept as a model for other selected events or disciplines • provide athlete and IST support services to help athletes to train and perform at their best • ensure the continuation and enhancement of the BC Team program, including team staff training and development

PILLAR: ATHLETE DEVELOPMENT

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

INDICATORS OF SUCCESS

Athlete Development success is:

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

PILLAR: TECHNICAL LEADERSHIP

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

AREA OF EMPHASIS: COACHES

STRATEGIES

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

AREA OF EMPHASIS: OFFICIALS

STRATEGIES

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

PILLAR: TECHNICAL LEADERSHIP

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

AREA OF EMPHASIS: EVENT DIRECTORS

STRATEGIES

DEVELOPMENT

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

INDICATORS OF SUCCESS

Technical Leadership success is:

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

PILLAR: COMPETITION

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

AREA OF EMPHASIS: COMPETITIONS

STRATEGIES

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

AREA OF EMPHASIS: FACILITIES

STRATEGIES

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

INDICATORS OF SUCCESS

Competition success is:

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

PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: REVENUE GENERATION

STRATEGIES

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

AREA OF EMPHASIS: MEMBERS

STRATEGIES

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

AREA OF EMPHASIS: CLUBS

STRATEGIES

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

PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: COMMUNICATION AND MARKETING

STRATEGIES

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

AREA OF EMPHASIS: VOLUNTEERS AND RECOGNITION

STRATEGIES

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

AREA OF EMPHASIS: PARTNERSHIPS

STRATEGIES

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

PILLAR: ORGANIZATION CAPACITY

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

AREA OF EMPHASIS: ORGANIZATIONAL MANAGEMENT

STRATEGIES

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

AREA OF EMPHASIS: GOVERNANCE

STRATEGIES

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

INDICATORS OF SUCCESS

Organization Capacity success is:

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

