



DRAFT STRATEGIC PLAN – 2022-2024
Objectives & Areas of Focus (Updated: April 1, 2022)

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:						
Increase the number of athletes in every sector*	Athlete Members	See detailed implementation plan				
	<ul style="list-style-type: none"> • Sport Cross-over Participation 					
	<ul style="list-style-type: none"> • Day of Event to Annual Members 					
	<ul style="list-style-type: none"> • Membership Committee 					
	<ul style="list-style-type: none"> • Track Rascals 					
	<ul style="list-style-type: none"> • Intro Programs 					
	<ul style="list-style-type: none"> • Track & Field Programs 					
	<ul style="list-style-type: none"> • Off-Track / Non-Stadia Programs 					
	<ul style="list-style-type: none"> • Athlete Retention 					
Increase the number of qualified coaches in every sector*	Coach Training & Development	See detailed implementation plan				
	<ul style="list-style-type: none"> • Coach & Club Coaching Standards 					
	<ul style="list-style-type: none"> • Inclusion & Accessibility 					
	<ul style="list-style-type: none"> • NCCP Training, Certification & Pro-D 					
	<ul style="list-style-type: none"> • Coach Developers 					
	<ul style="list-style-type: none"> • BC Team Staff 					

April 1, 2022 - updated

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:						
	Officials Recruitment, Development & Retention					
Increase the number of officials at all levels to address the needs in all sectors.*	<ul style="list-style-type: none"> Recruit and Develop Officials (Levels 1 & 2) 	See detailed implementation plan				
	<ul style="list-style-type: none"> Identify, Recruit, and Develop Officials (Levels 3, 4, 5) 					
	<ul style="list-style-type: none"> Retention & Recognition 					
	<ul style="list-style-type: none"> Support 					
	<ul style="list-style-type: none"> Manage Availability of Officials for Competitions 					
	Competitions					
Increase the number and quality of competitions to address regional and sector* needs.	<ul style="list-style-type: none"> Competition Planning 	See detailed implementation plan				
	<ul style="list-style-type: none"> Competition Formats 					
	<ul style="list-style-type: none"> Outreach – Competition Development & Sanctioning 					
	<ul style="list-style-type: none"> Event Director Education & Development 					
	Club Development					
Increase & support the growth, number and quality of clubs to address regional and sector* needs.	<ul style="list-style-type: none"> Club Audit, Standards & Rating System 	See detailed implementation plan				
	<ul style="list-style-type: none"> Club Membership – Value & Benefits 					
	<ul style="list-style-type: none"> Outreach for Club Development 					
Enhance para-athletics programs/services	Para-Athletics Development					
	<ul style="list-style-type: none"> Para- Club Integration & Development 	See detailed implementation plan				
	<ul style="list-style-type: none"> Para Athlete Identification & Classification 					
	<ul style="list-style-type: none"> Para Competition 					
	<ul style="list-style-type: none"> Club & Coach Para Pro-D 					

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

April 1, 2022 - updated

GOAL: SUPPORT THE BC HIGH PERFORMANCE PATHWAY	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:	Performance Pathway					
Enhance and Grow the BC Athletics High Performance Program	<ul style="list-style-type: none"> Programs & Services 	See detailed implementation plan				
	<ul style="list-style-type: none"> Event Group HP Development 					
	<ul style="list-style-type: none"> HP Athlete Identification Support Programs 					

GOAL: ENHANCE INTERNAL & EXTERNAL RELATIONS	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:	Marketing					
Develop and implement a Marketing & Communications Strategy.	<ul style="list-style-type: none"> BC Athletics Brand & Integration 	See detailed implementation plan				
	<ul style="list-style-type: none"> Human Resources 					
	<ul style="list-style-type: none"> Brand Association – Values & Benefits 					
	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.	<ul style="list-style-type: none"> Engagement – Internal and External 					
	Facilities & Equipment					
Promote and support the development of local Athletics infrastructure/facilities/equipment.	<ul style="list-style-type: none"> Support and Funding 					

April, 2022 - updated

GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate

Objectives:					
	Revenue Generation				
Diversify non-government revenue sources	<ul style="list-style-type: none"> • BC Athletics Alumni • Sponsorship Strategy 	See detailed implementation plan			
	Fiscal Management				
Maintain/increase cash reserves	<ul style="list-style-type: none"> • Reserve Fund 	See detailed implementation plan			
	Safe Sport				
Implement initiatives that provide for a safe, secure and healthy Athletics environment in BC	<ul style="list-style-type: none"> • Sport Environment 	See detailed implementation plan			
	Human Resources				
Continued investment in staff professional development	<ul style="list-style-type: none"> • Professional Development 	See detailed implementation plan			
	Governance				
Implement Board & Committee governance best practices	<ul style="list-style-type: none"> • BC Athletics Committees • Board & Committee Criteria • Recruitment & Succession • Evaluation • Code of Conduct & Conflict of Interest • By-law and Operational Policies 	See detailed implementation plan			

April 1, 2022 - updated



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

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

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:	Day of Event to Annual Members					
Increase the number of athletes in every sector*	<ul style="list-style-type: none"> b) Be able to join BC Athletics or the balance of the eligible membership year. NEW Membership Type • Explore possible incentives for Event Organizers to providing BCA with DOE contact information: <ul style="list-style-type: none"> a. Reduction in sanction fee? b. Reduction if DOE fees submitted post event? c. Coupons/discounts on BCA memberships offered 	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)
	Membership Committee					
	<ul style="list-style-type: none"> • Re-visit the creation of a Membership Committee to examine current membership types, benefits values. 	Sam	None	Establish a Membership Cttee with Regional Club and Athletics Discipline & Board representation	2023	\$300.00
	Track Rascals					
	<ul style="list-style-type: none"> • Continue to promote and support Track Rascals who represent an individuals' first entry into becoming an athlete 	Sam & Intro Programs Staff	3 yr avg (2018, 2019, 2021) – 460	Yearly avg. 600	2024	0.00
	Intro Programs					
	<ul style="list-style-type: none"> • Increase the number of Club Track Rascal programs 	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"> • Promote opportunities for Clubs to engage in school and community outreach events 	Intro Programs Coordinator	2-3 per year	3 to 5 per yr	2024	0.00
	<ul style="list-style-type: none"> • Work with Clubs to increase awareness of KidSport grants 	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"> • Encourage elementary schools to offer T&F and XC as PE units 	Intro Programs Coordinator	Average of 17-19	30-35 Elementary Schools per year	2024	0.00
	Track & Field Programs					
	<ul style="list-style-type: none"> • Identify where there is a reduction in athlete event group depth / engagement to promote athlete retention strategies 	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"> • Prioritize Track & Field / XC HS recruitment to retain athletes beyond the high school season 	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"> • Establish more Clubs and/or increase existing Club size outside of Zones 3/4/5 	T&F Mgr Intro Program Coordinator	Average of 2019-2021 number of clubs	As needed - target 10 to 20% increase	2024	\$1,000.00
	<ul style="list-style-type: none"> • Increase Club capacity through increasing the number of qualified coaches 	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
	Off-Track / Non-Stadia Programs					
	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"> • MUTS (Mountain, Ultra, Trail) increase of membership in R&T Membership through – Working group of MUT event directors 	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.	2023 - 2024	Working Group \$500

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:						
Increase the number of athletes in every sector*	<u>Off-Track / Non-Stadia Programs</u>					
	<ul style="list-style-type: none"> Separation of MUT from XC statistic tracking with the plan to develop MUT into own discipline with – Provincial Championship and National Championship Team. 	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"> Cross Participation – Through club audit below – number of clubs offering fall XC Programs 	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"> Establish membership retention baselines through analysis of historical data 	Summer Student	Pull information from Trackie	Increased number of members each year	2024	0.00
	COACH TRAINING & DEVELOPMENT					
Increase the number of qualified coaches in every sector*						
	<u>Coach & Club Coaching Standards</u>					
	<ul style="list-style-type: none"> Re-evaluate and implement a standard of excellence for coaches and Clubs (minimum standards) 	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 2024)	Dec 2024	0.00
	<ul style="list-style-type: none"> Implement a Safe Sport training requirement for all coaches 	Coach Education Coordinator, T&F Mgr	No safe sport requirements	Each coach member has completed Safe Sport Training	March 2023	0.00
	<u>Inclusion and Accessibility</u>					
	<ul style="list-style-type: none"> Create opportunities for accessible and inclusive coach education for all coach members 	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 & Pro-D</u>					
	<ul style="list-style-type: none"> Increase the number of coaches trained in NCCP by offering NCCP courses in all levels across the province 	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

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Objectives:						
	<u>NCCP Training, Certification & Pro-D</u>					
Increase the number of qualified coaches in every sector*	<ul style="list-style-type: none"> Increase the number of coaches completing their NCCP Certification each year 	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	March 2023	\$5,000.00/yr
	<ul style="list-style-type: none"> Increase technical expertise through professional development opportunities for all levels of coaching. 	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
	<u>Coach Developers</u>					
	<ul style="list-style-type: none"> Increase the number of active Coach Developers in every NCCP level across the province through hosting coach developer trainings. 	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
	<u>BC Team Staff</u>					
	<ul style="list-style-type: none"> Increase the number of eligible coaches in the BC Team coaching pool 	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
Increase the number of officials at all levels to address the needs in all sectors.*						
	<u>OFFICIALS - RECRUITMENT, DEVELOPMENT, RETENTION</u>					
	<u>Recruit & Develop</u>					
Recruit and Develop Officials to Levels 1 & 2	<ul style="list-style-type: none"> Advertise and promote New Officials Class of 2022 and 2023 	Recruitment Working Group (all) & BC Athletics Staff	Enhanced website with recruitment information. <ul style="list-style-type: none"> Webinars on initiative. E-mail based templates. BC Athletics newsletter. 	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"> Offer and support New Officials Class of 2022 and 2023 to clubs in all regions 	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"> Offer and support New Officials Class of 2023 to schools in all regions—including students and teachers plus Junior Official Program 	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"> Offer and support New Officials Class of 2023 to other BC Athletes members (masters athletes, retiring athletes) and new audiences outside of BC Athletics 	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

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:	<u>Recruit & Develop</u>					
Recruit and Develop Officials to Levels 1 & 2	<ul style="list-style-type: none"> Register, monitor and track New Officials Class of 2022 and 2023. 	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 Annual March to Sept.	0.00
	<ul style="list-style-type: none"> Implement mentoring program and assign mentors to prospective officials in New Officials Class of 2022 and 2023 	Recruitment Working Group (Brian T.)	Not implemented	Mentor for every participant of New Officials Class.	Annual April 30	0.00
	<ul style="list-style-type: none"> Develop (mentoring) officials in Prince George (for BC Summer Games) 	Recruitment Working Group (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"> Recruit officials for non-stadia events (with Development Working Group) 	Recruitment Working Group (Brian T.), Development Working Group (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
	<u>Recruit & Develop</u>					
Identify, Recruit and Develop Officials for Levels 3-5	<ul style="list-style-type: none"> Conduct and review (annually) a needs analysis to identify gaps in disciplines and levels in all regions and sectors. 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 	Development Working Group (Anthony, Regional Development Coordinators)	Last analysis conducted in 2019	Updated needs analysis as of end of each calendar year	Annual March 31st	0.00
	<ul style="list-style-type: none"> 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"> identify workshops and clinics to address gaps and requirements of BC Athletics officials in all regions and disciplines Publish calendar on BC Athletics Calendar of Events, officials section of the BC Athletics website and other communication vehicles (newsletters, town hall). 	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 Wkshp. by end of the 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	Target date	Budget Estimate
Objectives:	Recruit & Develop					
	Upgrading					
Identify, Recruit and Develop Officials for Levels 3-5	<ul style="list-style-type: none"> Manage and increase officials in the Upgrading Pipeline for levels 3 to 5. Steps including: <ul style="list-style-type: none"> - targeting advertising, communication with Regional Development Coordinators and Officials in the Province - Talk to identified candidates, discuss opportunities for experience and upgrading - Assign mentors to officials in upgrading pipeline - Review Canadian T&F Championships and additional areas for experience/concern - Strategically staff meets to provide experience for officials in upgrading pipeline—providing a range of experience in a variety of locations and meets - Coordinate with NOC to schedule evaluations for officials in the Upgrading Pipeline (levels 4 and 5) 	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 th for Upgrd (NOC cut-off). Annual by March 31 st for Off in Upgrd Pipe line	\$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"> Utilize opportunity of Canadian T&F Championships and other “N” and “NC” level meets to upgrade officials 	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 of 2022 and 2023	\$1,500 for travel for evaluations at Cdn T&F Champs
	Para-Athletics Officiating					
	<ul style="list-style-type: none"> Organize and deliver para-athletics training for BC Athletics officials <ul style="list-style-type: none"> - Identify Para-training materials. - Schedule Para Workshops before Canadian T&F Championships. - Organize and host para meet with BC Wheelchair Sports to give opportunity for officials requiring hands-on experience prior to Canadian T&F Championships to learn by doing (e.g., call room officials, throws officials) 	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 and 2023	\$150 for workshop (honorarium) \$250 for up to 5 officials to travel to practice meet
	Non-Stadia Officiating					
	Develop and deliver training for officiating non-stadia events (cross country, road racing, mountain running, ultra running) Virtual workshop and Quick Reference Guide	Development Working Group (Anthony) Discuss with Recruitment Working Group (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	Target date	Budget Estimate
Objectives:	<u>Recruit & Develop</u>					
Identify, Recruit and Develop Officials for Levels 3-5	<u>Technical Delegates, Technical Managers & NTO's</u>					
	<ul style="list-style-type: none"> Recruit and develop BC Athletics Officials for senior technical disciplines <ul style="list-style-type: none"> Identify candidates for senior technical disciplines (i.e., Technical Delegate, Technical Manager, National Technical Official) Utilize Canadian T&F Championships to develop potential officials by shadowing the existing technical delegates and technical managers 	Development Working Group (Wayne)	2	4	annual by Mid-Late Jun	\$150 for up to 3 officials requiring travel for experience.
	<u>Officials – Certification and Levels Management</u>					
	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)	Annual by March 31	0.00
	<u>Clinicians, Mentors, Evaluators</u>					
	<ul style="list-style-type: none"> Recruit and develop BC Athletics officials for roles of mentors, clinicians and evaluators <ul style="list-style-type: none"> Identify candidates Schedule and deliver workshops for Mentors, Evaluators, Clinicians. 	Chair (Brian T) BC Athletics Staff	n/a	Mentor for every official in the Upgrading Pipeline. Mentor and Evaluator Workshop delivered in Interior, Lower Mainland and Vancouver Island	Wkshp by May 31, 2022. Annual mentor assigned when enter Upgrade Pipeline.	\$1,000 for 4-6 in-person workshops (clinician travel and facilities) \$500 for participants travel for Evaluators (level 4-5) Workshop delivered by NOC.
	<u>Retention & Recognition</u>					
Retain and Recognize BC Athletics Officials	<ul style="list-style-type: none"> Review retention and recognition program to confirm components are valued by BC Athletics officials and achieving intended objectives 	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"> Deliver program to recognize achievements and build community (e.g., awards, annual meetings) 	Retention Working Group (all)	2021 Retention Program	2022 Retention Program	Annually by Sept 30	\$2,000
	<ul style="list-style-type: none"> Deliver program that encourages officials to complete upgrade to Level 2 certification. Provide rule book to registrants of pathway to Level 2. Provide officiating shirt and name tag to participants achieving level 2 certification. 	Retention Working Group (Dawn) Recruitment Working Group (Marnie, Debbie) Officiating Shirt (Dawn) Name Tags (Jim R)	2021 Retention Program	2022 Retention Program.	Annually by Sept 30	0.00

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Objectives:	<u>Retention & Recognition</u>					
Retain and Recognize BC Athletics Officials	<ul style="list-style-type: none"> Deliver program that encourages officials to upgrade to higher certification levels and/or acquire certification in other disciplines 	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)
	SUPPORT					
Support Services	<u>Officiating Materials & Equipment</u>					
	<ul style="list-style-type: none"> Distribute 2022 edition of WA Rule Book to BC Athletics officials 	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"> Officiating equipment—Identify requirements, acquire and track small equipment needs for officiating all sectors (T&F, RR, X-C, TR, MR, UR) in all regions 	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
	<u>Communication & Engagement</u>					
	<ul style="list-style-type: none"> 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 	All Working Group Coordinators—recruitment, development, retention BC Athletics Staff	Communication vehicles in place	All working groups using communication vehicles	annual by March 31	0.00
	<u>Club Support</u>					
	<ul style="list-style-type: none"> 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). 	Regional Development Coordinators	Meet Directors Manual	Increased knowledge and skills amongst Meet Directors	March 31, 2023	0.00
	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

GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:	COMPEITIONS					
Increase the number and quality of competitions to address regional and sector* needs.	<u>Competition Planning</u>					
	<ul style="list-style-type: none"> Coordinate Competition Calendar within each Zone 	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"> Innovate with Clubs and Event Directors to develop alternate competition formats 	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"> Prioritize the athlete experience at all competitions through efficient schedules, energetic environment 	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"> Provide meet organizers with feedback of their event 	T&F Mgr	Current feedback survey – very limited use	Updated feedback survey and provide feedback to HOC of major events	2022-2023	0.00
	<u>Outreach – Competition Development & Sanctioning</u>					
	<ul style="list-style-type: none"> Build relationships with remote communities to develop and sanction competitions 	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 & Development</u>					
	<ul style="list-style-type: none"> Event Director Series, focusing on the education of best practices in execution, marketing and safety 	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
Increase and support the growth, number and quality of clubs to address regional and sector* needs.	CLUB DEVELOPMENT					
	<u>Club Audit, Standards & Rating System</u>					
	<ul style="list-style-type: none"> Club audit to establish a baseline through a club audit of website information, coach's qualifications, safe sport, training locations. 	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"> Creation of best practices document to support Clubs in building organizational capacity 	All staff / Summer Student	Fundamental Needed for a Strong & Productive Track & Field Club	Update the resource document	2023 - 2024	0.00
	<ul style="list-style-type: none"> 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 	All staff	Fundamental Needed for a Strong & Productive Track & Field Club	Develop & Implement a Club rating system	2024	\$500.00
	<u>Club Membership – Value & Benefits</u>					
	<ul style="list-style-type: none"> Clarify and promote the benefits of being a member Club 	All staff	Existing value and benefits document – See: Individual & Club member benefits	Review and update Club Member benefits	2023	0.00
	<u>Outreach for Club Development</u>					
	<ul style="list-style-type: none"> Increase the number of Clubs in remote communities 	All staff	Number of Clubs – 2018-2021	As identified & needed – look to increase # of Clubs	2024	\$1,000.00
	PARA-ATHLETICS DEVELOPMENT					
Enhance para-athletics programs/services	<u>Para – Club Integration & Development</u>					

	<ul style="list-style-type: none"> Provide as many resources and education opportunities as possible to Club leaders/ Coaches to increase awareness and confidence in para integration 	T&F Mgr & Para Coordinator	Set baseline with Club Audit	Inc in number of Clubs who host para events		
GOAL: SUPPORT PARTICIPATION & DEVELOPMENT	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:						
Enhance para-athletics programs/services						
	<u>Para Athlete Identification & Classification</u>					
	<ul style="list-style-type: none"> Support classification & identification of athletes in all disciplines 	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"> Support meet directors in becoming para ready as part of sanctioning process 	T&F Mgr, R&C Mgr & Para Coordinator	Information – See BC Athletics Para Athletics and Calendar of Events	Increase the number of competitions that offer Para Events	2024	0.00
	<u>Club & Coaches Para Pro-D</u>					
	<ul style="list-style-type: none"> Provide Club Leadership and Coaches with Para Pro D opportunities. 	T&F Mgr & Para Coordinator	See Resources and Coach Education	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	Target date	Budget Estimate
Objectives:	PERFORMANCE PATHWAY					
Enhance and Grow the BC Athletics High Performance Program	<u>Programs & Services</u>					
	<ul style="list-style-type: none"> Provide athletes & coaches with programs and services that are relevant to their performance goals 	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"> Continue taking an event specific approach by supporting athletes and coaches through the Throws Project, Sprints/Jumps Project, Endurance Project 	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	Event Group support \$120,000 + / yr – BC Team Program - \$90,000 to \$130,000/yr
	<u>HP Athlete Identification Support Programs</u>					
	<ul style="list-style-type: none"> Increase the amount of funding available to support athletes through Athlete Assistance Program 	T&F Mgr	Current Budget - \$39,010.00	YOY increase in # of athletes supported	2023 - 2024	\$45,000 +
	<ul style="list-style-type: none"> Integrate para athletes into the Athlete Assistance Program 	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"> Identify Developing/Emerging and HP Athletes in Road Running Events and link them to BC Athletics & Member Clubs. 	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	Target date	Budget Estimate
Objectives:	MARKETING					
Develop and implement a Marketing & Communications Strategy.	<u>BC Athletics Brand & Integration</u>					
	<ul style="list-style-type: none"> Develop and communicate a clear BC Athletics brand that is represented across all platforms 	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"> Hire dedicated staff person to coordinate and implement Social Media and Communication 		Occasional Summer Student work	Ongoing staff support	2022 – 2023	\$20,000.00/yr – 1/3 time
	<u>Brand Association – Value & Benefits</u>					
	<ul style="list-style-type: none"> Communicate a value statement of membership in conjunction with AC Membership Initiatives. 	All staff	Value and Benefits to Membership with BC Athletics	Update and repost as an welcome & introduction to BC Athletics & being a member	2022-2023	0.00
	<ul style="list-style-type: none"> Review of Membership rewards, in conjunction with AC Membership initiatives; audit of current reward partners listed. 	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 & External</u>					
	<ul style="list-style-type: none"> Initiate Engagement Sessions – Town Halls – Virtual & In-person 	All Staff	Limited	Establish an annual series of Town Halls on various topics	2022-2023	0.00
	<ul style="list-style-type: none"> Prioritize alumni relationships and engagement 	All staff	None	Build database of BC Athletics alumni	2023-2024	0.00
	<ul style="list-style-type: none"> Identify and build relationships with potential partners 	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"> Build relationship with Indigenous Sport Organizations and support them in their communities. 	All staff	Limited – NAIG, Coach Education & ISPARC	Increased engagement and program participation – Coach Ed, Competitions, Officials Training, BCA Committees	2023-2024	0.00
	FACILITIES & EQUIPMENT					
Promote and support the development of local Athletics infrastructure/facilities/equipment.	<u>Support and Funding</u>					
	<ul style="list-style-type: none"> Communicate grant opportunities for infrastructure upgrades to Clubs 	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"> Connect local groups who might work together to upgrade infrastructure. 	All staff	Identification as per project	Every community who wants a track has a track	2023-2024	0.00

GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
Objectives:						
	REVENUE GENERATION					
Diversify non-government revenue sources	<u>BC Athletics Alumni</u>					
	<ul style="list-style-type: none"> Identify & Engage BC Athletics alumni Develop & Host an Alumni events to increase engagement, development, donations, sponsorship & relationships Use funding generated to enhance Programs & Human Resources 	All staff	ID BC Athletics Athlete and Coach Alumni	Track engagement with this group – newsletter, invitations to events	2023-2024	\$2000.00 / Yr
	<u>Sponsorship Strategy</u>					
	<ul style="list-style-type: none"> Explore impact of professional sponsorship sales and properties available 	All staff	Staff initiated	Increase Event and Association Sponsorship	2023-2024	TBD
	Fiscal Management					
	<u>Reserve Fund</u>					
Maintain/increase cash reserves	<ul style="list-style-type: none"> Review and Replenish BC Athletics Reserve Fund 	CEO & Finance Cttee	35K	120K – 150K	2024	% of Surplus fund transfer
	<ul style="list-style-type: none"> Identify / Amend policies for annual investment in reserve fund 	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	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"> BC Athletics - Safe Sport Committee – needs assessment, plan, design, implement as determined 	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"> Review and Update BC Athletics Safe Sport Policies, Programs & Services 	Staff	Current published information	Reviewed annually & updated as needed	2023-2024	0.00
	<ul style="list-style-type: none"> Work with Individual Members, Member Clubs and Partner Organizations to build safe, secure & healthy training and competition environments 	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"> Reactivate BC Athletics Human Resources Committee 	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"> Review & update current HR policies and support 	CEO & Brd Reps	Last updated 2019	Annual Review and Updated as determined	2022-2023	0.00
	<ul style="list-style-type: none"> Support staff in growing in their role through developing new skills and align with individual strengths and goals 	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"> Communicate with B o D and committees on staff capacity to avoid conflicts and overload. 	CEO & HR Cttee	CEO determined	Annual review of Staff Responsibilities and Strategic Pan 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"> Ensure that Committees are serving their purpose and are well supported by board members 	Staff & Brd Reps	Committee – BC Athletics policies and responsibilities documents	Annual Review & Audit of Committees and Board Liaison	2023-2024	0.00
	<u>Board & Committee Criteria</u>					
	<ul style="list-style-type: none"> Create Board/committee skills matrix tracking document 	Marcus Wong / Board	None in place	Skills matrix document approved by Board and implemented/maintained	March 2022/ongoing	0.00
	<u>Recruitment & Succession</u>					
	<ul style="list-style-type: none"> -Create Board/committee recruitment process/procedures (to include diversity/indigenization goals) 	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"> Create Board/committee succession planning document 	Marcus Wong / Board	None in place	Succession planning document approved by Board and implemented/maintained	August 2022	0.00

GOAL: GROW & ENHANCE ORGANIZATIONAL EXCELLENCE	Tactics / Action Items	Responsible / Lead(s)	Baseline	Metrics	Target date	Budget Estimate
	GOVERNANCE					
	<u>Evaluation</u>					
	<ul style="list-style-type: none"> Implement Board/committee annual evaluation 	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 & Conflict of Interest</u>					
	<ul style="list-style-type: none"> Implement Board/committee code of conduct 	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	March 2022	0.00
	<u>By-law and Operational Policies</u>					
	<ul style="list-style-type: none"> Implement effective Board/committee governance best practices 	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