

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.”
Author, Margaret Mead

Final Draft
(Revised Feb.18, 2006)

BC SCHOOL SPORTS

“If you don’t know where you are going, how will you know when you get there?”
Author Unknown

Strategic Plan

“Even if you are on the right track, you can still get run over by the train”.
Author Unknown

June 30, 2004
Final Draft

BC SCHOOL SPORTS - SWOT Analysis

Based on the key stake holder's knowledge of the various environments that affect BC SCHOOL SPORTS, the following were identified as critical factors. The factors help inform the content of the strategic plan and ensure that the strategies developed protect the organizational strengths, remedy the weaknesses, take advantage of opportunities and minimize vulnerability to the threats. **(Some additional comments have been added based on the consultation process and feedback received-February 2006)**

<p>Internal Strengths Sport Commissions/events Local and Regional Athletic Associations Passion for athletic participation Experience and credibility of the organization Consistency between sports Mission & Values of BCSS Cost Efficient Organization</p>	<p>Internal Weaknesses Inability to deliver current programs Declining membership Declining volunteer base with increased responsibilities Territorial nature of commissions & narrow perspective Rules & regulation interpretation & complexity – Reviews, Revisions Changing sport community Recruitment and retention - coaches and administrators Not able to attract new coaches Communication – parents, schools, internal Deficit budget/limited resources at all levels Relationship between Board of Directors , Commissions, Athletic Associations Lack of a communication plan which would target key stake holders, sport commissions and athletic associations.</p>
<p>External Opportunities 2010 LegaciesNow – relationship Games sponsorship “Choice” schools Healthy lifestyle/lifelong physical activity advocate Min of Education changes Community volunteer involvement in coaching Teacher curriculum content Intramural activities Corporate Sponsorship Middle schools</p>	<p>External Threats Ministry of Education changes 2010 Games – draw sponsorship dollars away Declining enrollment in schools BCTF – restrictions regarding teacher coaches and using extracurricular activity as bargaining chip Aging staff and inability to recruit young new coaches Middle Schools – no PE specialists/philosophy around PE Financial Viability Traditional vs . non traditional sports</p>

Values

Values are those guiding principles we use to make decisions and manage the organization strategically and operationally.

Proposed BC SCHOOL SPORTS values:

As a partner in the education of students, BC SCHOOL SPORTS:

- **Encourages participation in physical activity and interschool athletics to foster life long physical and emotional well-being.**
- **Supports the equity of opportunity for students and coaches to participate in athletics.**
- **Promotes quality inter school sports programs as a means of ensuring fair play and ethics.**

Vision

The vision states the preferred future in outcome oriented language that describes the condition should BCSS be totally successful in the delivery of its mission, goals and strategies.

Proposed BC SCHOOL SPORTS Vision:

“Students in British Columbia schools will benefit from participation in physical activity and sport”.

Mission

A mission statement articulates the organization’s purpose, which the primary beneficiaries are, and what does it do to fulfill the mission.

Proposed BC SCHOOL SPORTS Mission:

“BC SCHOOL SPORTS is a membership based organization of schools. We fulfill our mission by:

- **promoting student participation in extra-curricular activities.**
- **assisting schools in the development and delivery of their programs.**
- **providing governance for inter-school competition.**

STRATEGIC PLAN

PRIORITY AREA 1: FINANCIAL PLANNING

Goal: That BCSS have sufficient resources to fund programs, access new opportunities and retire accumulated debt/generate surplus.

Measurable Success Indicators

- ◆ Annual budget will show a modest surplus at year end.
- ◆ Increase in corporate support
- ◆ New fundraising initiatives that will benefit member schools financially.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Identify what 2010 LegaciesNow Society funding is available that fits with BCSS programs, services and new initiatives.	◆ Management Team	Completed	
2. Arrange to meet with 2010 LegaciesNow Society President & CEO, Marion Lay and present plan for financial support needs.	◆ Executive Director & President	Completed	➤ Increase in annual funding by about \$30,000 per year.
3. Discuss financial situation with the Ministry of Sport and justify increased financial support.	◆ Executive Director	Completed	➤ Debt repayment gift of \$20,000 in 2005.
4. Meet with 2010 LegaciesNow Society (Susan Archibald) to explore possible corporate sponsorship fits between BC SCHOOL SPORTS and 2010/LegaciesNow sponsors.	◆ Executive Director/Board member	Completed	➤ Ongoing discussions and presentations
5. Develop a business plan for BCSS and a corporate power point presentation.	◆ Executive Director	Completed	
6. Work with the Commissions to identify corporate sponsorship opportunities to fund the championships.	◆ Executive Director & Sport Commissions	Ongoing	
7. Meet with other potential funding partners such as Ministry of Education, Ministry of Health & Foundations.	◆ President & Executive Director	February 2006	
8. Develop new fundraising initiatives for member schools to pursue in order to raise more funds to directly benefit their school athletic programs.	◆ Executive Director	Ongoing	

PRIORITY AREA 2: RULES & REGULATIONS

Goal 2: BCSS will regularly review the rules & regulations to reflect the desires of the Member schools, the changing environment and to improve clarity while at the same time ensuring a competitive and fair playing field for interschool sports competition.

Measurable Success Indicators

- ◆ Committee of the Board is struck and brings forth recommended changes commencing in 2007.
- ◆ Assistance to be provided by the BCSS legal team, Gourlay, Spencer & Wade.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Sport Schools/Academy Advisory group will expand their mandate to also review and recommend updates to BC SCHOOL SPORTS Rules and Regulations	◆ Sport School Advisory Group	Reassigned to a new committee in 2006.	➤ Funding required (BCSTA, Ministry of Education etc) ➤ Phase I & II
2. Flag resolutions that are coming forward to the AGM to send directly to Superintendents, BCP/VP, School Trustees, BCCPACS of all districts and encourage them to participate in the issue awareness and AGM process (Incorporate with the development of the communications strategy.)	◆ Executive Director ◆ Resolutions Committee of the Board (Management Committee)	Ongoing	➤
3. To organize and rewrite the BCSS Rules and Regulations so that they are less confusing and user friendly.	◆ Rules and Regulations Committee ◆ Legal representative	Commencing in September 2006	

PRIORITY AREA 3: COMMUNICATION

Goal 3: BCSS will have a multi-faceted communication plan that will both achieve advocacy on issues of concern and build positive relationships with key stakeholders, athletic associations, sport commissions and of course member schools.

Measurable Success Indicators

- ◆ Positive results on a qualitative survey of communications satisfaction among key stakeholders.
- ◆ Increased volume of person to person communication with commissions, athletic associations and all key stakeholders.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES – COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Utilize superintendents, trustees, administrators, Athletic Directors and admin organizations to access their communication resources to get BCSS messages out.	◆ Executive Director	Ongoing	
2. Official attendance at organizational AGM's/meetings and networking with above groups and BCCPAC.	◆ President/Board designate ◆ Executive Director	Ongoing	
3. Develop new tools that specifically target non-members to become BCSS members. i.e. invite them to the 2006 BCSS AGM.	◆ Office Staff	2006	
4. Survey the non-member schools to find out why they are not members and what they want or need to become members.	◆ Executive Director	January 2005 (Completed)	➤ Fee restructuring being proposed at the 2006 AGM
5. Expand Web-site materials to include handbooks – Accommodation, Athletic Directors, BCSS handbook.	◆ School – Student project	September 2006	➤ Fixed short term cost with annual updating costs
6. Develop corporate partnership/championship sponsorships and sell advertising on website.	◆ Executive Director	Ongoing	
7. Develop links to other web-sites, Ministry of Education, PSO's, PSA's. etc.	◆ Executive Director	Ongoing	
8. Increase presence of BCSS at local AA meetings, and sport commissions, AGM's	◆ Executive Director	May 2006	

PRIORITY AREA 4: HUMAN RESOURCES

Goal 4: BCSS will be able to attract, retain and maintain the human resources (both volunteer and paid) necessary to the success of the organization.

Measurable Success Indicators

- ◆ 100 participants (including community coaches) at the next QDPE / Coaching conference
- ◆ Increase the number of Schools that have functioning Athletic Directors.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Conduct the Annual Performance Reviews of the Executive Director and self evaluation of the Board of Directors based on performance relevant to the strategic plan.	◆ President and Management Committee	Annual (June)	
2. Provide a Handbook for Athletic Directors and host an annual or biannual symposium for Athletic Directors.	• Executive Director & Athletic Associations.	May 2007	➤ Committee of 5 experienced volunteers to develop draft
3. Initiate discussions with Coaches Association of British Columbia and the Canadian Coaching Association regarding the CBET program and professional development for teacher-coaches of BCSS	◆ Executive Director	Ongoing	
4. Advocate through the Ministry of Education and with School Principals, Superintendents and Parents around the importance of having Athletic Directors	◆ Board of Directors & Executive Director	February 2006	
5. The Hiring of a Compliance Officer to replace the EAC	◆ Executive Director and Hiring Committee	May 2006	
6. The Hiring of an Accounting Clerk/Administrative Assistance to fill the vacancy left by a retirement.	◆ Executive Director	Completed	

PRIORITY AREA 5: MEMBERSHIP

Goal 5: BCSS will provide services to the Member Schools and Commissions to support the delivery of programs.

Measurable Success Indicators

- ◆ Qualitative survey of member schools and key stakeholders regarding satisfaction levels of ongoing programs and identification of potential new programs to meet the changing needs
- ◆ Increase membership in the middle schools

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Review the 2 nd member survey results and bring forward key findings to the Board for discussion (On-line survey perhaps would achieve a better response than the hard copy sent to all member school in 2005)	◆ Executive Director	January 2007	
2. Identify schools who have not registered and investigate why, what they would like in membership services and how BCSS can assist	◆ BCSS Staff	September 2007	
3. Re-examine the fee structure for membership purchase.	◆ Executive Director	May 2006	Proposed changes to AGM in May 2006

PRIORITY AREA 6: NEW INITIATIVES AND PROGRAMS

Goal 6: BCSS will have positive relationships with corporations, other organizations and 2010 LegaciesNow that will result in the provision of programs and services with a mutually advantageous outcome.

Measurable Success Indicators

- ◆ Funding increases from 2010 LegaciesNow Society
- ◆ # of corporate sponsors retained and increased over the coming 3 years.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Development and Implementation of the Xplore Sports Program (Grades 6,7,8-Middle School Delivery Model)	◆ Executive Director	Completed - currently being offered in Nanaimo, Abbotsford, Kamloops, Kelowna and will expand to the other regional centers.	
2. Sport Schools	◆ Sport Schools Advisory Group	May 2005 AGM Completed	➤ LegaciesNow \$
3. Action Schools! BC Secondary Model	◆ Executive Director	Spring 2007	➤ LegaciesNow \$
4. Increase scholarship opportunities.	◆ Executive Director	Spring 2006	➤ Corporate

PRIORITY AREA 7: GOVERNANCE

Goal 7: BCSS will review and revise the governance statements to ensure they reflect directions in the strategic plan.

Measurable Success Indicators

- ◆ Constitutional review and changes brought forward to the membership a minimum of every 3 years or as needed.
- ◆ Revised Mission, Vision, Values to be ratified by the membership in 2006.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES – COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Invite Ministry of Education representative to sit on the BCSS Board of Directors 2. Lobby the Ministry of Education with respect to building a positive and proactive relationship that can address ongoing issues regarding athletics in the school system. 3. Constitutional review committee to be struck with recommendations brought forward to the 2006 AGM.	◆ President & Executive Director	Completed February 2006	
	◆ President/Board Members	May 2006 Completed	
4. Devise communication strategy around the unalterable preamble in the constitution along with the proposed new values, vision and mission statements. In addition, communication to the various stakeholders regarding the Sport Schools Advisory Group's recommended options for how BCSS rules and regulations can be adjusted to be in harmony with the Ministry of Education legislation. NOTE: BC SCHOOL SPORTS CONSITIUTION HAS AN UNALTERABLE PREAMBLE: "Recognizing the need for a co-operative agency to pan, coordinate and assist the interschool athletic activities of this province, it is recommended that the following principles be used as a guide to the Society for this purpose: 1. The aims and objectives of the Society shall be in complete harmony with the aims of education as set forth by the Ministry of Education. 2. Participation in the activities of this Society shall be encouraged as an integral part of the total education process. 3. All students should have the opportunity to realize the physical, social and emotional values that can be derived from interschool competition. This preamble is unalterable".	◆ President & Executive Director	September 2007	