

“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

# 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

**Final**  
*(Revised May 2008)*

## 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><b>Internal Strengths</b>          Sport Commissions/events          Local and Regional Athletic Associations          Passion for athletic participation          Experience and credibility of the organization          Consistency between sports          Mission &amp; Values of BCSS          Cost Efficient Organization</p>	<p><b>Internal Weaknesses</b>          Inability to deliver current programs          Declining membership          Declining volunteer base with increased responsibilities          Territorial nature of commissions &amp; narrow perspective          Rules &amp; regulation interpretation &amp; 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><b>External Opportunities</b>          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><b>External Threats</b>          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 and BCSS will establish a contingency operating fund
- ◆ Increase in corporate support via partnerships
- ◆ 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. Meet with 2010 LegaciesNow Society to explore possible corporate sponsorship/partnerships that may fit with BC SCHOOL SPORTS	◆ Executive Director/Board member	Ongoing	Ongoing discussions and presentations
2. Work with the Commissions to identify corporate sponsorship opportunities to fund the championships.	◆ Executive Director & Sport Commissions	Ongoing	
3. Meet with other potential funding partners such as Ministry of Education, Ministry of Health & Foundations.	◆ President & Executive Director	Ongoing	
4. 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 discussions and presentations
5. Develop an ongoing strategy to acquire funding via gaming and lottery funds to assist with transportation and hosting issues.	◆ Executive Director	Ongoing	Ongoing discussions and presentations
6. Identify possible corporate partners and develop and tailor-make each presentations.	◆ Executive Director	Ongoing	Ongoing discussions and presentations
7. Investigate and explore the impact of Canadian post secondary institutions participation in the NCAA			

## 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 representative of the membership brings forth recommended modifications or changes commencing in 2007 that will reflect enhanced choice and the changing landscape of education.
- ◆ 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. Rules and Regs. Committee to review and recommend updates and changes to the BC SCHOOL SPORTS Rules and Regulations at the 2009 AGM that reflect the changing educational landscape. i.e gender, sanctioning, transfers etc.	Rules and Regulations committee Executive Director	May 2009	Volunteer
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	Ongoing	
3. Update all Operational procedures-hard copy and on-line 4. Update the Constitution and Bylaws – hard copy and on-line	◆ Executive Director	May 2009	

### 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**

- ◆ 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 /Board reps.	Ongoing	
2. Official attendance at organizational AGM's/meetings and networking with above groups and BCCPAC.	◆ President/Board designate ◆ Executive Director	Ongoing	
3 a) Enhance media contacts and relationships that showcase High School sports and the pursuit of Excellence.	◆ Executive Director	Ongoing	
4. b) Universities /Colleges – presentations to new teachers on the benefits and importance of their participation in High School Sports	TBA	TBA	
5. Develop links to other web-sites, Ministry of Education, PSO's, PSA's. etc.	◆ Executive Director	Ongoing	
6. Enhance the relationship by Increasing the presence of BCSS at local AA meetings and sport commissions, AGM's	◆ Executive Director / Board of Directors	Ongoing	

## 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.  2. Provide a workshop for Athletic Directors in conjunction with the QDPE conference and symposium annually	<ul style="list-style-type: none"> <li>◆ President and Management Committee</li> <li>• Randy Semenoff, 1<sup>st</sup> VP</li> </ul>	Annual (June)  October 2008	
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  4. Advocate through the Ministry of Education and with School Principals, Superintendents and School Trustees around the importance of having Athletic Directors  5. Provide an orientation for all Board members	<ul style="list-style-type: none"> <li>◆ Executive Director</li> <li>◆ Board of Directors &amp; Executive Director</li> <li>◆ Executive Director</li> </ul>	Ongoing  Ongoing  ongoing	

## 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***

- ◆ Ongoing feedback and number of suggestions with respect to tools or methods that would be beneficial for ease of implementation of all sport programs.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. At the Fall and Spring Council meetings gauge how things are going and identify tools or methods that member schools and committee members would find useful and actually use.	◆ Executive Director	ongoing	
2. Continually stress the importance of the Athletic Director as the conduit for communication on the front lines with all member schools.	◆ Board of Directors	ongoing	
3. Annually modify and change the EXNET system to provide the most user friendly program available for on-line registration	◆ Membership Coordinator	ongoing	

**PRIORITY AREA 6: NEW INITIATIVES, PROGRAMS AND FUTURE CONSIDERATIONS**

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

***Measurable Success Indicators***

- ◆ Funding increases from the Ministry of Sport
- ◆ Recognition by the Ministry of Education as a viable service provider in the school system in a variety of ways.
- ◆ # of corporate partners retained and increased
- ◆ # of implemented changes as maybe required to move forward in a positive progressive manner.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
1. Re-establish a 'Futures Committee' to address the ongoing challenges of participation and competition, recruiting, level playing field and competitive balance.	◆ Board of Directors	September 2008	➤ fees
2. Action Schools! BC Secondary Model	◆ Executive Director	TBD	➤ TBD
3. Increase scholarship opportunities.	◆ Executive Director  ◆	Ongoing Ongoing	➤ Corporate
4. Create and enhance a Teacher Coaching recognition model	◆ Executive Director in partnership with various Ministry personnel.	Ongoing	
5. Appoint a 'nominating committee' from the Board and the Scholarships and Awards committee to work on putting forward nominations for the various BCSS awards.	◆ Board of Directors	September 2008	

## 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.
- ◆ Ensure a democratic process and a transparency for BCSS is evident to all members and stakeholders in everything that we do.

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES – COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
<p>1. Continue to develop and enhance BCSS's relationship with the Ministry of Education, Sport and ACTNOW BC with respect to building a positive and proactive approach that can address ongoing issues regarding sports in the school system.</p> <p>*See Addendum #1 – additional strategic initiatives as developed at the conclusion of the Ministerial round table in October 2007</p> <p>2. Membership driven discussion as facilitated by the Futures committee around participation and competition, recruiting, level playing field and competitive balance</p>	<ul style="list-style-type: none"> <li>◆ President &amp; Executive Director</li> </ul>	Ongoing	
<p>3. Implement an ongoing 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.</p> <p><b>NOTE: BC SCHOOL SPORTS CONSITUTION HAS AN UNALTERABLE PREAMBLE:</b>            "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:</p> <p>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.</p> <p>2. Participation in the activities of this Society shall be encouraged as an integral part of the total education process.</p> <p>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".</p>	<ul style="list-style-type: none"> <li>◆ Board of Directors</li> <li>◆ Member schools</li> </ul>	September 2008	
	<ul style="list-style-type: none"> <li>◆ President &amp; Executive Director</li> </ul>		

