

“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



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

Final
(Revised June 2011)

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.

<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 Self- sustainability for administrative costs through membership fees.</p>	<p>Internal Weaknesses Inability to deliver current programs Declining volunteer base with increased responsibilities Territorial nature of commissions & narrow perspective Changing sport community Recruitment and retention - coaches and administrators Not able to attract new coaches Deficit budget/limited resources at all levels Lack of a communication plan which would target key stake holders, sport commissions and athletic associations. Increasing loss of facilities and officials. Lack of internal communication within Zones.</p>
<p>External Opportunities Healthy lifestyle/lifelong physical activity advocate Min of Education changes Community volunteer involvement in coaching Teacher curriculum content Intramural activities Corporate Sponsorship Middle schools Teacher/Community Coaching Certification –NCCP Contract fundraising specialist to provide assistance. Athletic Directors training and mentorship.</p>	<p>External Threats Ministry of Education changes 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 Junior Provincial Championships Increasing membership fees Business Sponsorship – school based.</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 **balanced budget** at year end and BCSS will re-establish a contingency operating fund when possible.
- ◆ Increase in corporate support via partnerships-contracted in 2011

STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
<p>1. Work with Sport Management International to identify new corporate sponsorship opportunities to fund the championships and special projects.</p> <p>-continue to recognize existing partnerships and work to expand opportunities.</p> <p>2. Continue to lobby government to restore previous funding to BCSS.</p> <p>3. Present new projects and initiatives to government to fund</p> <p>4. Develop and continue to lobby for funding via gaming and lottery funds to assist with transportation and hosting issues.</p> <p>5. Implement an organizational Needs Assessment in 2011 to determine the needs and wants of the membership and the future direction of the organization.</p>	Executive Director	Ongoing	
	◆ President & Executive Director	Ongoing	
	◆ Executive Director		
	◆ 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.

<p>Measurable Success Indicators</p> <ul style="list-style-type: none"> ◆ Committee representative of the membership brings forth recommended modifications or changes that will reflect enhanced choice and the changing landscape of education.
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STRATEGIC ACTIVITIES	LEADERSHIP ASSIGNMENT (BOARD OR STAFF MEMBER NAME)	TARGET DATES - COMPLETION & MEASUREMENT	NEW RESOURCES NEEDED (HUMAN OR FINANCIAL)
<p>1. Rules and Regs. Committee to review and recommend updates and changes to the BC SCHOOL SPORTS Rules and Regulations at the 2012 AGM that reflect the changing educational landscape. i.e international students, sport academies (SSEP), tiering and gender identity.</p>	<p>Rules and Regulations committee Executive Director</p>	<p>May 2012</p>	<p>Volunteer</p>
<p>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.)</p>	<p>◆ Executive Director</p>	<p>Ongoing</p>	
<p>3 Update all Operational procedures-hard copy and on-line</p> <p>4. Update the Constitution and Bylaws – hard copy and on-line</p> <p>5. Develop a method to get our member schools to 'opt in' to the idea of the focus of the Rules and Regulations is truly about EQUITY OF OPPORTUNITY.</p> <p>6. Implement new eligibility rules and regulations for grade 8 and 9 student-athletes and transition in over the 2011-2012 school years.</p>	<p>◆ Executive Director</p>	<p>Completed</p>	

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. What can we do to get our message out to new teachers?	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 7. Ownership of the organization – How can we get schools, coaches, ADs to take ownership for BCSS? 8. Host special sport summit meetings with sport commissioners and PSOs as required. 9. Explore AGM webcasts for 2012 10. Explore on-line voting re: AGM resolutions for future implementation.	◆ 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

- ◆ 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 new National Certification program for all School Athletic Directors as developed and piloted by Alberta in 2010	• Executive Director	Launch in September 2011	
3. Initiate discussions with the Canadian Coaching Association regarding the CBET program and professional development for teacher-coaches of BCSS.	◆ Executive Director	Ongoing	
4. Launch a new Teacher Coach model as developed in partnership with the CAC.	◆ Executive Director and Coaching Committee	Launch in September 2011	
5. Advocate with School Principals, Superintendents and School Trustees around the importance of having Athletic Directors	◆ Board of Directors & Executive Director	Ongoing	
6. Explore the possibilities (need) to certify Athletic Directors.			
7. Provide an orientation for all Board members			
8. Investigate the outsourcing of financial services entirely and hiring on contract project specialists.			
	◆ Executive Director	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

- ◆ Lobby to see restored Funding from the Ministry of Sport and Education.
- ◆ Recognition by the Ministry of Education as a viable service provider in the school system in a variety of ways.
- ◆ # 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. Create and enhance a Teacher Coaching recognition model 2. Appoint a 'nominating committee' from the Board and the Scholarships and Awards committee to work on putting forward nominations for the various BCSS awards. 3. Introduce 'New Professional Development' opportunities for Athletic Directors and teacher coaches.	◆ Board of Directors ◆ Board of Directors Executive Director	Ongoing	➤
			➤
	◆		

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 and Sport with respect to building a positive and proactive approach that can address ongoing issues regarding sports in the school system.</p> <p>2. Membership driven discussion as facilitated by the Board of Directors around participation and competition, recruiting, level playing field and competitive balance</p>	<p>◆ President & Executive Director</p> <hr/> <p>◆ Board of Directors</p> <p>◆ Member schools</p>	<p>Ongoing</p>	
<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>NOTE: BC SCHOOL SPORTS CONSITUTION 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:</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>	<p>◆ President & Executive Director</p>		