

# BC SCHOOL SPORTS STRATEGIC PLANNING

FINAL REPORT FOR THE MEMBERSHIP



Compiled by **DACATA PERFORMANCE GROUP**

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# **SECTION 1: INTRODUCTION**

## **OVERVIEW**

In August 2017, BC School Sports (BCSS) initiated an extensive strategic planning process designed to build a framework to guide organizational development over the next several years. Critical to the success of this initiative is fostering ownership of the plan from BCSS member schools through feedback and engagement.

### ***What is Strategic Planning?***

Strategic planning is an organization's process of defining their strategy and direction. It should guide decision making when allocating resources to pursue the strategy and unify the organization together around a single plan. The intention of the process is to help the organization define a clear path to move toward an ideal or desired future state. It defines the specific process or action steps required to implement the strategy.

### ***Why complete Strategic Planning?***

- Strategic planning ensures that an organization is proactive about their future
- Strategic planning improves organizational performance
- Counters excessive inward and short-term thinking
- Solves major issues at a macro level
- Communicates what is most important to the organization

### ***A good Strategic Plan:***

- Addresses critical issues
- Creates the right balance between what the organization is capable of doing vs. what the organization would like to do
- Covers a sufficient time period to close critical gaps
- Is visionary – conveys a desired future end state
- Is flexible – allows and accommodates appropriate change
- Guides decision making at all levels of an organization

**The document produced as a result of this process must be a living document. It provides no value when placed on a shelf and forgotten. Strategic planning is future oriented and as such, the specifics of the document will likely require revision over time in response to changes within the organization and the world at large.**

# **SECTION 2: THE PROCESS**

## **REQUEST FOR PROPOSAL - SELECTION OF CONSULTANT**

In June of 2017 an RFP was distributed requesting a consultant to assist with the development of an organization strategic plan for BCSS. After careful review of seven proposals the BCSS Board of Directors (The Board) awarded the contract to a BC based consulting firm, DACATA Performance Group, headed by Kim Senecal and Bradford Waltherhouse.

DACATA guided the project from beginning to end including design of the planning process, collection of member input and feedback, analysis of results and providing recommendations to the Board on the path forward during each phase of the project.

## **DESIGN OF PROCESS - COMPONENTS**

The project was designed as six components beginning in October 2017 and running the duration of the school year with the targeted conclusion at the BCSS AGM in May 2018. During every component, an effort was made to encourage the broadest possible involvement of the membership and stakeholders of the organization.

### ***Component One - Organizational Research***

The consultants from DACATA Performance Group completed research on BC School Sports, familiarizing themselves with BCSS structure and policies. In addition they conducted research on other North American interscholastic state and provincial governing bodies. In total the consultants comprehensively examined the governance structures, staffing structures, as well as programs and services provided from eight (8) organizations to establish a baseline of best practices and for comparison to the current state of BCSS. These organizations were:

- OFSAA - Ontario Federation of School Athletic Associations
- ASAA - Alberta Schools Athletic Association
- MSAA - Manitoba Schools Athletic Association
- WIAA - Washington Interscholastic Activities Association
- OSAA - Oregon Schools Activities Association
- CIAC - Connecticut Interscholastic Athletic Conference
- MSHSAA - Missouri State High School Athletics Association
- MIAA - Massachusetts Inter-school Athletic Association

A summary of results was shared with the Board of Directors and the Executive Director of BCSS.

### ***Component Two - Member Feedback and Analysis (Survey # 1)***

Survey #1 was designed to collect feedback from the BCSS membership on the current state of the organization including strengths and weaknesses, the current mission and values, and provide a forum to provide unstructured feedback on the future direction of BCSS.

Survey #1 was distributed on October 24, 2017 to each member school's Athletic Director and Principal, as well as each BCSS Sport Commissioner and Athletic Association President. During the two week survey window, we obtained a strong response that gave us a diverse and statistically relevant result. There were:

- 323 respondents representing 50 out of 60 school districts plus independent schools
- 1 Superintendent
- 95 School Administrator
- 216 Athletic Director
- 11 Other (District ADs, Commissioners, Association Presidents)

Key Takeaways from Survey #1:

- It was apparent there was a critical lack of knowledge and awareness about BCSS from within the membership
- BCSS's main perceived challenge was managing eligibility
- General recognition there is a lack of support and appropriate resources for Athletic Directors & coaches
- The staff in the office at BCSS do great work, and provide good service to the member schools
- The association fails to adequately recognize regional differences or school type differences
- Competing values of mass participation & elite competition continues to create division, and confusion from within the membership

Additionally, one on one interviews were conducted with BCSS Sport Commissioners, the BCSS Board of Directors, and Full-Time Staff. The interview participants were asked the same questions as those included in Survey # 1 as well as additional follow-up questions specific to their relationship with BCSS. 5 of 6 Board members participated, all 3 full-time staff (excluding the Executive Director) participated and after an invite was extended to each Commissioner, 10 of 19 participated in the interviews:

Key Takeaways from Interviews:

- Governance model & voting structure causes major issues for the organization
- Lack of clarity between relationship and roles of Commissions & BCSS
- Challenges managing eligibility (lack of transparency)
- Desire for additional funding (primarily from Commissions about championships)

- New Commissioners unprepared when they take over the role
- Challenges with the recruitment and training of new Athletic Directors & coaches
- Improved communication from BCSS over past 18 months with focused efforts to improve relationships & culture are seeing some progress, but still much work to be done

#### Creation of Framework for Strategic Plan:

The Board, at the December 7th, 2017 board meeting, reviewed the results of the first survey and interviews and with the assistance of the consultants, identified three pillars on which the strategic plan was to be built: Governance, Programs and Services, as well as Communication and Image. Each pillar represents a broad area of focus for the organization over the lifespan of the plan.

### ***Component Three - Idea Generation***

Two central elements were included in this component: the identification of potential initiatives for inclusion in the strategic plan, and the generation of organization values and revision of the existing mission.

The consultants worked with BCSS staff to generate a list of potential initiatives to present to the membership for feedback and ranking. Between six and seven potential initiatives were developed for each of the three pillars of Governance, Programs and Services, and Communication & Image. These potential initiatives were based on the research of best practices as well as member feedback collected in Survey # 1. Each proposed initiative included a brief description of the problem or challenge facing the organization followed by a proposed approach to address it. These items were then submitted to the membership for feedback in Survey #2 on February 13<sup>th</sup>.

Concurrently, a small working group was appointed to review and revise the organization mission as well as to draft a set of organization values. The group sourced documents from over 30 organizations of similar purpose in addition to reviewing the feedback from Survey # 1 completed by the BCSS membership. The group then completed a comprehensive process to author a clarified mission and values that would be effective at every level of BC School Sports. The mission and values were presented to each of the working groups (see Component 5) for feedback and input before being presented to the Board of Directors for final adjustments and approval at the March 19, 2018 Board meeting.



#### ***Component Four - Member Feedback and Analysis (Survey # 2)***

The fourth component of the project involved the delivery and analysis of Survey # 2, designed to allow survey participants to rank the six or seven ideas generated in each pillar from their perceived importance. The survey required the participant to rank each proposed initiative as:

- 1 - Not important
- 2 - Interesting
- 3 - Important
- 4 - Critical

Survey participants were also invited to leave open ended feedback on any of the proposed initiatives or any other ideas they felt were not included, but were worthy of consideration. Survey # 2 was distributed on February 13<sup>th</sup> and closed February 23<sup>rd</sup>.

Survey # 2 was distributed to each member school's Athletic Director and Principal as well as each Commissioner and Athletic Association President. Additionally, each School District Superintendent was invited to respond to Survey #2.

- 266 respondents representing 51 out of 60 school districts plus the independent schools
- 16 Superintendents
- 72 School Administrators
- 162 Athletic Directors
- 16 Other (District ADs, Commissioners, Association Presidents)

Results were collated and summarized by the consultants for inclusion in Component Five.

### ***Component Five - Working Groups and Initiative Recommendations***

A separate working group was created for each pillar of the Strategic Plan (Governance, Programs & Services, and Communication & Image) to review and assess member rankings on the possible initiatives for inclusion within the strategic plan. These groups reviewed the rankings and open feedback on the suggested initiatives from the members in survey # 2. A thorough discussion led to the evaluation of the potential impacts and where necessary, modification of the various options. Each working group agreed to a final recommendation of the initiatives they felt should be included in the strategic plan, which was submitted to the Board of Directors for consideration.

As identified in Component Three, each of these working groups was also presented with a draft version of the mission and values for feedback and input before they were presented to the Board of Directors for final adjustments and approval at the March 19, 2018 Board meeting.

***Component Six - Plan Creation and Final Approval***

The final component of the planning process rests with the Board of Directors. The Board reviewed and deliberated the recommendations from each of the working groups to make final determinations on which elements should be included in the strategic plan. A key component of the deliberations included an assessment of the impact of approving the identified initiatives and the capacity of the organization to implement each item recommended for inclusion in the plan. The Board will present a summary of the final plan to the membership at the 2018 AGM in May.

# **SECTION 3: OUTCOMES**

## **MISSION**

A mission speaks to the ultimate purpose of the organization. The working group on Mission and Values, with the feedback of the other working groups, attempted to create a higher level Mission Statement that aligned BCSS with the traditional educational goals of school based sport and with the Ministry of Education. The group purposefully avoided focus on participation or competition in any way, as while both can be a focus or in some cases an outcome, neither should be construed as the reason for our organization's existence. The Board made some small final tweaks and has approved the following as the Mission Statement for BC School Sports:

***To foster the development of good character through positive  
& equitable school-based sport experiences***

## VALUES

Values serve as a cornerstone for decision making and, when properly articulated, should guide the behaviour of all involved with the organization. While identifying and developing the appropriate values, the working group attempted to ensure they could be applied to all levels of the organization:

1. BCSS, the organization - Board, Staff, Committees
2. School leadership - Principals, Athletic Directors, Coaches
3. Student-athletes - students participating in BCSS activities

**Note: All values are of equal importance, the order in which they are presented should not be perceived as an indication of their relative importance**

<b>FULFILLMENT</b>	<i>Positive experiences through school sport</i>
<b>GROWTH</b>	<i>Always learning, always improving</i>
<b>COLLABORATION</b>	<i>Striving together</i>
<b>SERVICE</b>	<i>Contributing to the greater good</i>
<b>OWNERSHIP</b>	<i>Taking responsibility &amp; being accountable</i>
<b>SPORTSMANSHIP</b>	<i>Acting with integrity &amp; respect</i>
<b>EQUITY</b>	<i>Acting with fairness &amp; promoting inclusiveness</i>
<b>SAFETY</b>	<i>Safe experiences in school sport</i>

# BCSS STRATEGIC PLAN: PILLARS & KEY INITIATIVES

SPRING 2018

## TARGETED TIMING

Pillars <i>3-5 Year Priorities</i>		Key Initiatives	PHASE 1 YRS 1 & 2	PHASE 2 YRS 3 & 4	PHASE 3 YRS 5+
1	Governance	1.1 UPDATE GOVERNANCE STRUCTURE	✓		
		1.2 COMPLETE A COMPREHENSIVE REVIEW OF THE ROLE OF COMMISSIONS & THEIR RELATIONSHIP WITHIN BCSS	✓		
		1.3 INCLUDE SPORT SPECIFIC RULES UNDER BCSS MANDATE & PUBLISH ON BCSS WEBSITE/HANDBOOK	✓		
		1.4 INVESTIGATE UNIVERSAL TIERING			✓
2	Programs & Services	2.1 BCSS ATHLETIC DIRECTOR DEVELOPMENT	✓		
		2.2 COACH DEVELOPMENT		✓	
		2.3 STANDARDIZATION & OVERSIGHT OF ALL PROVINCIAL CHAMPIONSHIPS & ZONE CHAMPIONSHIPS		✓	
		2.4 MIDDLE SCHOOL SPECIFIC PROGRAMMING & POLICY			✓
		2.5 EXPLORE DEVELOPMENT OF A UNIFIED SPORTS PROGRAM			✓
3	Communication & Image	3.1 DEVELOP & IMPLEMENT COMPREHENSIVE COMMUNICATION & IMAGE STRATEGY	✓	✓	
		3.2 EXPLORE OPTIONS TO ENHANCE ELIGIBILITY TRANSPARENCY		✓	
		3.3 UPDATE BCSS SPONSORSHIP PROGRAM		✓	
		3.4 ENHANCE VOLUNTEER RECOGNITION VIA AWARDS & HALL OF FAME PROGRAMS		✓	✓

## PHASE 1: TOP PRIORITIES

## TARGETED TIMING

Pillars <i>3-5 Year Priorities</i>		Key Initiatives		PHASE 1 Yrs. 1 & 2	PHASE 2 Yrs. 3 & 4	PHASE 3 Yrs. 5+
1	Governance	1.1	UPDATE GOVERNANCE STRUCTURE	✓		
		1.2	COMPLETE COMPREHENSIVE REVIEW OF THE ROLE OF COMMISSIONS & THEIR RELATIONSHIP WITH BCSS	✓		
		1.3	INCLUDE SPORT SPECIFIC RULES UNDER BCSS MANDATE & PUBLISH ON BCSS WEBSITE/HANDBOOK	✓		
2	Programs & Services	2.1	BCSS ATHLETIC DIRECTOR DEVELOPMENT	✓		
3	Communication & Image	3.1	DEVELOP & IMPLEMENT COMPREHENSIVE COMMUNICATION & IMAGE STRATEGY ( <i>INTERNAL</i> )	✓		



<b>PHASE 2: SECONDARY PRIORITIES</b>				<b>TARGETED TIMING</b>		
<b>Pillars 3-5 Year Priorities</b>		<b>Key Initiatives</b>		<b>PHASE 1 Yrs. 1 &amp; 2</b>	<b>PHASE 2 Yrs. 3 &amp; 4</b>	<b>PHASE 3 Yrs. 5+</b>
<b>2</b>	<b>Programs &amp; Services</b>	2.2	<b>COACH DEVELOPMENT</b>		✓	
		2.3	<b>STANDARDIZATION &amp; OVERSIGHT OF ALL PROVINCIAL CHAMPIONSHIPS &amp; ZONE CHAMPIONSHIPS</b>		✓	
<b>3</b>	<b>Communication &amp; Image</b>	3.1	<b>DEVELOP &amp; IMPLEMENT COMPREHENSIVE COMMUNICATION &amp; IMAGE STRATEGY (EXTERNAL)</b>		✓	
		3.2	<b>EXPLORE OPTIONS TO ENHANCE ELIGIBILITY TRANSPARENCY</b>		✓	
		3.3	<b>UPDATE BCSS SPONSORSHIP PROGRAM</b>		✓	
		3.4	<b>ENHANCE VOLUNTEER RECOGNITION VIA AWARDS &amp; HALL OF FAME PROGRAMS (AWARDS)</b>		✓	

<b>PHASE 3: TERTIARY PRIORITIES</b>				<b>TARGETED TIMING</b>		
<b>Pillars 3-5 Year Priorities</b>		<b>Key Initiatives</b>		<b>PHASE 1 Yrs. 1 &amp; 2</b>	<b>PHASE 2 Yrs. 3 &amp; 4</b>	<b>PHASE 3 Yrs. 5+</b>
<b>1</b>	<b>Governance</b>	1.4	<b>INVESTIGATE UNIVERSAL TIERING</b>			✓
<b>2</b>	<b>Programs &amp; Services</b>	2.4	<b>MIDDLE SCHOOL SPECIFIC PROGRAMMING &amp; POLICY</b>			✓
		2.5	<b>EXPLORE DEVELOPMENT OF A UNIFIED SPORTS PROGRAM</b>			✓
<b>3</b>	<b>Communication &amp; Image</b>	3.4	<b>ENHANCE VOLUNTEER RECOGNITION VIA AWARDS &amp; HALL OF FAME PROGRAMS (HALL OF FAME)</b>			✓

# GOVERNANCE: KEY INITIATIVES

## 1.1 UPDATE GOVERNANCE STRUCTURE

### KEY CHALLENGE/KEY INFORMATION:

Currently there are over 450 voting members, it is impossible to properly educate, engage and ensure all are accurately informed for decision making purposes

Currently most listed committees have no members, no meaningful role within BCSS, and limited impact on organizational decision making

Current BCSS bylaws do not mandate representation from zones/districts or impose limits on the number of members from the same zone regarding the composition of the Board of Directors of committees

*- Will provide a more diverse outlook on the business and decisions of the board/committees*

*- Will ensure impacts on different regions & stakeholders are properly considered in decision making*

### PROPOSED INITIATIVE:

#### 1.1.1 Review & revise voting / representation system

*- Appoint an expert committee to review and propose modified governance and voting structures to some form of representative voting (with the goal of more meaningful discussion and educated voting)*

*- General concept to involve representatives from zones, commissions, and other key stakeholders to comprise the voting body*

#### 1.1.2 Review & revise Committee structure

*- Complete a full review of the current structure*

**PHASE 1:  
YEARS 1 & 2**

<p>- Develop a functional, meaningful committee structure with clear mandates and terms of reference that will leverage the expertise of key stakeholders and subject experts across the organization</p>	
<p><b>1.1.3 Review &amp; recommend diversity standards on board &amp; committees</b></p>	
<p>- Define diversity standards i.e. regional representation, gender, minorities, etc.</p>	
<p>- Explore altered structure for possible limit on the number of board/committee members from the same zone</p>	
<p><b>1.2 COMPLETE A COMPREHENSIVE REVIEW OF THE ROLE OF COMMISSIONS &amp; THEIR RELATIONSHIP WITH BCSS</b></p>	
<p><b>KEY CHALLENGE/KEY INFORMATION:</b></p>	
<p>There are inconsistencies across Commissions - some are legal entities, while others are not which creates some legal and fiduciary ambiguity/risk for BCSS</p>	
<p>Currently Commissions are not formally represented as voting members within BCSS</p>	
<p>Currently sport rules are amended and voted on by Commissions which usually take place at Provincial Championships, and in some cases lack effective governance structure</p>	
<p>Often less than 20% of member schools are represented at Provincial Championships making any decision not necessarily transparent or reflective of the majority of the membership</p>	
<p><b>PROPOSED INITIATIVE:</b></p>	
<p><b>1.2.1 Complete comprehensive review of relationship</b></p>	
<p>- Establish an expert committee to complete a review examining the role of the Commissions within BCSS including specific areas including governance (voting), championships, rules of play, financials, contract &amp; venue commitments, etc.</p>	
<p>- Produce a recommendation on the path forward re: Commission/BCSS relationship</p>	
<p><b>1.2.2 Make recommendation on process for BCSS sport rules changes</b></p>	
<p>- Conduct a comprehensive review of the current process</p>	<p><b>PHASE 1: YEARS 1 &amp; 2</b></p>

<p>- Identify options for path forward - ensures process is transparent &amp; meeting required standards</p>	
<p><b>1.3 INCLUDE SPORT SPECIFIC RULES UNDER BCSS MANDATE &amp; PUBLISH ON BCSS WEBSITE/HANDBOOK</b></p>	
<p><b>KEY CHALLENGE/KEY INFORMATION:</b></p>	<p><b>PHASE 1: YEARS 1 &amp; 2</b></p>
<p>All BCSS sanctioned sports have a different set of competitive rules</p>	
<p>The rules are hard to find for each of our sports as they are not always published</p>	
<p><b>PROPOSED INITIATIVE:</b></p>	
<p>Move all sport specific competitive rules into the BCSS website (and possibly handbook)</p>	
<p><b>1.4 INVESTIGATE UNIVERSAL TIERING</b></p>	
<p><b>KEY CHALLENGE/KEY INFORMATION:</b></p>	<p><b>PHASE 3: YEARS 5+</b></p>
<p>There is a disconnect between school tiering and sport tiering systems</p>	
<p>School tiering assignments are currently based on population of grade 11, 12 and secondary ungraded students in each of our member schools (numbers obtained on the 1701 form from the Ministry of Education)</p>	
<p>Each BCSS sport has a different number of tiers (1,2,3 or 4) and thresholds to form their tiers</p>	
<p><b>PROPOSED INITIATIVE:</b></p>	
<p>Investigate universal tiering options and explore interest and viability across the organization</p>	

# PROGRAMS & SERVICES: KEY INITIATIVES

## 2.1 BCSS ATHLETIC DIRECTOR DEVELOPMENT

### KEY CHALLENGE/KEY INFORMATION:

The athletic director role is significant with responsibilities for student registration and safety, coach development and oversight, budgeting, managing parent relationships, school promotion in the community, BCSS compliance and more, but BCSS does not provide any school training or preparation for this role

There is roughly a 20-25% turnover in AD's across the province every year

### PROPOSED INITIATIVE:

**2.1.1 Develop a low cost resource for all AD's to assist in acquiring the basic information for success in the role**

*- Provide an online course and/or handbook as primary resource*

**2.1.2 Provide membership to the CIAAA and their professional offerings for BCSS ADs**

**2.1.3 Formally advocate the importance of the AD role to schools and districts to elevate the stature of the job and professionalize the role**

**PHASE 1:  
YEARS 1 & 2**

## 2.2 COACH DEVELOPMENT

### KEY CHALLENGE/KEY INFORMATION:

BCSS has a responsibility to ensure we provide safe environments and age appropriate coaching

BCSS is seeing a trend with more community coaches in schools over teacher coaches (approximately 3000+ coaches w/o education background coaching in school system)

Students graduating from university as future educators are being discouraged from coaching in the school system

There is no standardized training for coaching in the BC School system

**PHASE 2:  
YEARS 3 & 4**

The NCCP System is too onerous, in time and cost, for coaches that want to coach school sport	
<b>PROPOSED INITIATIVE:</b>	
<b>2.2.1 Coach Training / Continuing Education for BCSS Coaches</b>	
<i>- Develop a short, online, low cost coaching course for those who are coaching within BC schools, focused on the values of educational athletics</i>	
<i>- Identify &amp; provide training for community coaches &amp; school staff coaching in the school system</i>	
<b>2.2.2 Coaching Recruitment &amp; Retention</b>	
<i>- Establish formal plan for attracting coaches in the BC school system</i>	
<i>- Establish formal plan for retaining coaches in the BC school system</i>	
<i>- Promoting the value &amp; benefit of coaching in the school system to new teachers/education students</i>	
<i>- Promoting the value &amp; benefit of coaching in the school system to current administrators/teachers/school staff</i>	
<b>2.3 STANDARDIZATION &amp; OVERSIGHT OF ALL PROVINCIAL CHAMPIONSHIPS &amp; ZONE CHAMPIONSHIPS</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	<b>PHASE 2: YEARS 3 &amp; 4</b>
Currently commissions run the provincial championships, all with varying structures in terms of awards, marketing material, sponsorship, venue selection and cost	
Many do a great job, but there is usually very little awareness that these are BCSS events and there are lost opportunities that could benefit the full membership (i.e. sponsorship, etc.)	
There are no clear, expected standards to assist hosts and hold them accountable re: quality of the event	
<b>PROPOSED INITIATIVE: (Will be part of the Commission Review)</b>	
Create standards and guidelines and develop a tool to assist hosts with best practices and traditions for the operation of all Provincial and Zone championships	
Create a process & policy for Bidding & Awarding on Provincial Championships	

Will ensure that key elements of Provincial or Zone championship experience are consistent from championship to championship regardless of the sport or location of the event while protecting traditions particular to each sport (perceived as the height of high school sport, media attention, quality of the event, etc.)	
Will enhance the experience of participants, spectators and partners for these events (this is their Olympics)	
Will enhance the profile of BCSS in relation to these events	
<b>2.4 MIDDLE SCHOOL SPECIFIC PROGRAMMING &amp; POLICY</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	
BCSS provides rules and regulations for high schools (Grades 8-12) and our rules are not inherently designed for the objectives of school sport activities in Middle Schools (Grades 6-8).	
These schools have a challenge with some students eligible for high school sport and some students not	
<b>PROPOSED INITIATIVE:</b>	<b>PHASE 3: YEARS 5+</b>
Investigate role of middle schools & student athletes in BCSS	
Develop recommendation on path forward	
<b>2.5 EXPLORE DEVELOPMENT OF A UNIFIED SPORTS PROGRAM</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	
Promoting and providing for inclusion is an ongoing concern for BCSS	
A unified sports program joins students (often not-involved with interschool athletics) with students with intellectual disabilities on the same team to participate in inter-school events in adapted sports	
Many provinces have started a unified program to great success	<b>PHASE 3: YEARS 5+</b>
Provides opportunities for those students who may not make a varsity type team to still represent the school, as well as engage students with disabilities	
<b>PROPOSED INITIATIVE:</b>	
Explore the development of a Unified Sports Program within BCSS	





<b>materials for championships &amp; BCSS related events (PHASE 2)</b>	
- Will allow for stronger ability to recruit future sponsors (as identified in 3.3)	
<b>3.2 EXPLORE OPTIONS TO ENHANCE ELIGIBILITY TRANSPARENCY</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	
Eligibility decisions may not always appear to be consistent- Little information is shared regarding specific decisions	
Little information is shared regarding specific decisions	
There is a call for greater transparency on eligibility application exemptions but BCSS is restricted by privacy laws and requirements	
Eligibility decisions involve very personal issues of students & their families so specific reasons for transfer approvals are not published	
<b>PROPOSED INITIATIVE:</b>	<b>PHASE 2: YEARS 3 &amp; 4</b>
Explore options to improve transparency and awareness for the BCSS membership, such as external reviews or monthly reports (Note: any such disclosures would still be subject to privacy laws or require a release at which point BCSS would be publishing student information, which at times can be extremely sensitive)	
Improve education/awareness training for membership re: eligibility application process & restrictions on transparency	
<b>3.3 UPDATE BCSS SPONSORSHIP PROGRAM</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	
The BCSS sponsorship program is outdated based on current sponsorship trends	
The organization is not maximizing opportunities to generate sponsorships	<b>PHASE 2: YEARS 3 &amp; 4</b>
<b>PROPOSED INITIATIVE:</b>	
Update the BCSS sponsorship program to ensure the brand/image is properly represented	

Leverage BCSS properties to benefit our members and student-athletes	
<b>3.4 ENHANCE VOLUNTEER RECOGNITION VIA AWARDS &amp; HALL OF FAME PROGRAMS</b>	
<b>KEY CHALLENGE/KEY INFORMATION:</b>	<p><b>PHASE 2: YEARS 3 &amp; 4</b></p> <p><b>PHASE 3: YEARS 5+</b></p>
There is limited recognition of key contributions to the success of students, programs, member schools and the organization within the membership and the community at large	
Key success stories are not being shared and contributions are not being recognized	
<b>PROPOSED INITIATIVE:</b>	
<b>3.4.1 Revamp <u>annual awards program</u> to make it easy to recognize those who contribute to the success of our students, programs, member schools and organization in a meaningful and impacting way (PHASE 2)</b>	
<b>3.4.2 Revamp <u>Hall of Fame program</u> to recognize those who contribute to the success of our students, programs, member schools and organization in a meaningful and impacting way (PHASE 3)</b>	

# **SECTION 4: OTHER CONSIDERATIONS**

## **CONSULTANT OBSERVATIONS & RECOMMENDATIONS**

Consultants often take on multiple roles, in many cases they act purely as facilitators guiding an organization through a process to a desired outcome, and in other cases they are content experts sharing wisdom and specific recommendations to lead an organization to a desired outcome for a group unable to make those determinations on their own.

In this case we have tried to keep our footprint small, operating from the perspective that BCSS has the wisdom and experience to make strong decisions, but needed support to engage the members in a process to arrive at the desired end goal. Our role has been to provide a framework and encourage and foster participation so the membership could identify the challenges, aspirations, and specifics of a long-term plan. It was of primary importance that the organization and members be the primary drivers of the plan rather than us as consultants. Even so, it's important to share some observations from our perspective on the state of the organization and specific recommendations on the path forward.

### ***Observations***

Undertaking a strategic plan is a challenging task for any organization. It is particularly challenging for one as large and diverse as BCSS. The number of members, the variety of interests, the competing objectives, and inherent organization limitations can hinder the ability to move forward effectively into the future.

As consultants, of particular concern is the current governance model. This is likely the most limiting factor to the long-term health and ability of the organization to move confidently in a strategic direction. Three specific areas of governance that require focus are the voting structure, the committee structure and the relationship of the Commissions with BCSS.

The current voting structure slows decision making. It relies too heavily on all members being well informed on all issues which simply isn't practical, and it limits the ability to take on meaningful change. It is the key piece of the puzzle that will allow all other pieces to make sense and take shape. Governance has been clearly identified in the plan and without effectively addressing this priority it will be difficult to engage in any other significant change. BCSS would benefit by following the successful examples of other similar organizations in this area. Changes to this structure will foster:

- Educated decision making
- A greater regional diversity, more appropriate to that of a provincial organization
- Improved member ownership and participation
- A focus on the health of the whole organization rather than simply special interest objectives
- A focus on strategic issues for the growth of the organization rather than short-term thinking

The committee structure at this point in time is underdeveloped and underutilized. There are a large number of interested members willing to help the organization move forward, but a lack of clarity and functional structure with the committees is limiting capacity to engage those members. Addressing this issue will allow the organization to:

- Operate much more effectively
- Spread the workload
- Allow for the completion of several significant pieces of the strategic plan
- Foster a greater sense of ownership within the membership

The current relationship of the Commissions with the BCSS is certainly a cause for concern regarding the future health of the organization. There are major inconsistencies in the relationship between BCSS and various Commissions. Some of these relationships appear to be very positive, proactive, and beneficial. Others are clearly damaged, ineffective, and even operating in direct opposition. There are some obvious challenges with liability, financial impacts, as well as image and brand for BCSS over the long-term. Some of these challenges have already been felt. Addressing the relationship between the Commissions and the BCSS will:

- Clarify the role of the Commissions to ensure that all parties are on the same page regarding the common mission including the identification of who does what and how it is done in service of that mission
- Generate long-term sponsorship for BCSS and the vast majority of sport Commissions
- Reduce potential liability issues for all parties
- Improve the image of BCSS in the public eye
- Create a proactive, win-win approach that benefits both the Commissions and BCSS

***Each of the above challenges are significant and need to be acknowledged, but they are not insurmountable. Each item has been identified for specific focus within the strategic plan and will improve with dedicated effort and time.***

# **SECTION 5: CLOSING**

## CONTRIBUTORS

### ***Membership***

It was a primary focus of the Board and consultants to foster a high level of membership participation and engagement throughout the strategic planning process. The membership was invited to contribute to multiple surveys and was sourced to identify participants for each of the working committees. Member participation was very active as indicated in participation rates below.

#### Survey # 1

- 323 respondents representing 50 out of 60 school districts plus independent schools
- 1 Superintendent
- 95 School Administrator
- 216 Athletic Director
- 11 Other (District ADs, Commissioners, Association Presidents)

#### Survey # 2

- 266 respondents representing 51 out of 60 school districts plus the independent schools
- 16 Superintendents
- 72 School Administrators
- 162 Athletic Directors
- 16 Other (District ADs, Commissioners, Association Presidents)

### ***Board of Directors***

The Board of Directors have stewarded this process at every phase providing oversight, active feedback, completing surveys, and participating with working groups. The Board met with the consultants at various points to discuss progress and adjust the process as necessary based on member responses and feedback to keep the project moving forward.

- Mike Allina, President
- Rick Thiessen
- Brent Sweeney
- Rick Lopez
- Sean Juteau
- Gerry Karvelis

**Office Staff**

The office staff was involved in all aspects of the project helping to coordinate activity, participating in surveys and working groups, and as a resource and support for the consultants. The Executive Director played a significant role in oversight of the project and was an ex-officio member of all working groups.

- Jordan Abney, Executive Director
- Merilla Thorp, Financial Officer
- Karen Hum, Membership Services Coordinator
- Shannon Key, Manager of Sport

**Survey # 1 Interviews**

**Sport Commissioners**

- Adrian Wong - Gymnastics Commissioner
- Al Carmichael - Boys Volleyball Commissioner
- Andrew Lenton - Track & Field Commissioner
- Brien Gemmell - Football Commissioner
- Colin Dignum - Cross Country Commissioner
- Don Moslin - Soccer Commissioner
- Paul Eberhardt - Boys Basketball Commissioner
- Mark Figueira - Golf Commissioner
- Jen Girard - Aquatics Commissioner
- Joe Moreira - Girls Volleyball Commissioner

**Board of Directors**

- Mike Allina - President
- Brent Sweeney, Board of Directors
- Rick Thiessen, Board of Directors
- Sean Juteau, Board of Directors
- Rick Lopez, Board of Directors

**BCSS Staff**

- Shannon Key, Manager of Sport
- Karen Hum, Membership Services Coordinator
- Merrilla Thorp, Financial Officer



<b><i>Mission and Values Working Group</i></b>	<ul style="list-style-type: none"> <li>● Sean Juteau, BCSS Board of Directors</li> <li>● Jordan Abney, BCSS Executive Director</li> <li>● Kim Senecal, DACATA Performance Group</li> <li>● Bradford Walterhouse, DACATA Performance Group</li> </ul>
<b><i>Governance Working Group</i></b>	<ul style="list-style-type: none"> <li>● Chris Blackman, Head of Athletics, St. George's School (Vancouver)</li> <li>● Neil Currie, Athletic Director at Smithers Secondary (Smithers)</li> <li>● Paul Eberhardt, Athletic Director at RC Palmer (Richmond)</li> <li>● Karen Hum: BCSS Staff</li> </ul>
<b><i>Communication &amp; Image Working Group</i></b>	<ul style="list-style-type: none"> <li>● Scott Spurgeon: Athletic Director, Meadowridge (Maple Ridge)</li> <li>● Daryl Smith: Vice Principal, Rutland Senior Secondary (Kelowna)</li> <li>● Mike Munsie: Athletic Director at Campbell River Middle School (Campbell River)</li> <li>● Mike Allina: President, BCSS Board of Directors</li> <li>● Merilla Thorp: BCSS Staff</li> </ul>
<b><i>Programs &amp; Services Working Group</i></b>	<ul style="list-style-type: none"> <li>● Ali Doerksen: Athletic Director at Glenlyon Norfolk (Victoria)</li> <li>● Jackie Snell: School Sport Coordinator for Lower Island Athletic Associations</li> <li>● Gerald Lambert: Athletic Director, Crofton House (Vancouver)</li> <li>● Shannon Key: BCSS Staff</li> </ul>

## **CLOSING COMMENTS**

In spite the challenges facing BCSS, the organization is well positioned to implement this plan and move into the future. There is an active and well intentioned membership base ready to participate in moving the organization forward and there is more common ground than differences between the various stakeholders of the organization. There are capable, knowledgeable, and supportive staff focused on helping the organization move ahead while serving the needs of the membership. There is a common purpose among stakeholders.

Moving the plan from paper to action will require the reinforcement of shared purpose and the invitation to participate. Every stakeholder is a key player in the success of the organization. Every member has the opportunity to have a positive impact on the future of the organization.