



***Biathlon BC 4 year  
Strategic Plan 2016 - 2020***

SEPTEMBER 2015

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# Strategic Plan 2016-2020

*The objective of this strategic plan is to provide a framework to guide and shape the Biathlon Society of British Columbia, strengthen operations, articulate a pathway to progress, and provide a mechanism for evaluation of our strategic initiatives.*

## MISSION STATEMENT:

To promote and encourage biathlon in all parts of British Columbia as a recreational and competitive sport.

## VISION STATEMENT:

*Biathlon BC will foster the development of the sport of Biathlon by:*

- Promoting the development of biathlon in all areas of British Columbia within a developmentally appropriate and gender equal environment;
- Operating the provincial team and a provincial competitive program;
- Increasing participation and optimize performance in athletic activities in general, and biathlon in particular; and
- Providing guidance, information and assistance to the members of the Society to further the achievement of these objectives.

## VALUES STATEMENT:

- Athletes, officials, coaches and all other members will assume responsibility for and act ethically and with integrity, in support of the Mission, Vision and Value Statements of Biathlon BC.
- Athletes, officials, coaches and volunteers will continuously strive for excellence and improve their performance levels through practice and continuing education.
- Safety of athletes, coaches, officials, volunteers and the public will be of primary importance for Biathlon BC, and its members will abide by all governmental regulations with respect to the control and transportation of firearms.
- Honesty, courtesy, fair play and respect for the rights of others will form the basis of Biathlon BC's dealings.
- Biathlon BC will foster effective communications with its members and participants.
- Enjoyment and satisfaction will be gained from participating in biathlon as an athlete, coach, official or volunteer.

## MEMBERSHIP and PARTICIPATION

### INCREASE THE NUMBER OF MEMBER CLUBS

#### ACTION

- Maintain a list of contacts/clubs.
- Create information package to assist potential clubs with the process to become a biathlon club.
- Promote the development of new clubs in partnership with BC Winter Games.
- Increase number of clubs by one every 2 years.
- The Board will review successes and challenges annually.

### DEVELOP AND PROMOTE EXISTING MEMBER CLUBS

#### ACTION

- Hold club member meetings at least once annually to discuss club growth.
- Annual workshops at AGM.
- Yearly development planning.
- Promote club activities and events through website and social media.

### INCREASE THE NUMBER OF ACTIVE PARTICIPANTS

#### ACTION

- Review of data collection, evaluate growth/retention, equity and geographic location on an annual basis.
- Target active participant's growth of 5% per year.
- Evaluate registration fees every 2 years.
- Promotion of Demo Days, Girls and Guns and Recreational competitions as tools for membership growth
- Annual review of Volunteer Management Policy and public programming opportunities
- Use of Olympics as a promotional tool in applicable years.

## LEADERSHIP PLAN

### ATTRACT AND RETAIN BOARD AND COMMITTEE MEMBERS

#### ACTION

- Annually identify and recruit potential members.
- Review Board member job descriptions every two years.
- Annual review of Board member performance.
- Annual evaluation of committee performance.

### ATTRACT AND RETAIN STAFF

#### ACTION

- Annual performance review of each staff member.
- Annual contract evaluation.

### KEEP GOVERNANCE AND POLICIES CURRENT

#### ACTION

- Review Bylaws every two years or more frequently as required.
- Review policies annually, or more frequently as required.

# ATHLETE DEVELOPMENT

Canadian Sport For Life and the Biathlon Canada Long-Term Athlete Development model provide the framework for athlete development.

## ACTIVE START

**ACTION**

- No structured programs at this level.

## FUNDamentals and **Early Learn to Train**

**ACTION**

### Tools

- Club training programs
- Toonie/Regional competitions
- Give it a Shot

### Goals

- Inventory of number of participants and retention of athletes.
- One Toonie/Regional competition in 4 BCWG Zones per year.
- Two Give It A Shot days per club annually.
- Two Bridge through Biathlon programs offered annually in province.
- Two Community Coach courses annually.
- One Competition Introduction course annually with goal to increase to two by 2020.

### Tools

- Biathlon Bears
- Toonie /Regional competitions
- Give it a Shot

### Goals

- Inventory of number of participants and retention of athletes
- Each member club offer Biathlon Bears Program annually.
- One Toonie/Regional competition in 4 BCWG Zones per year.
- Two Give It A Shot days per club annually.

**ACTION**

## LATE LEARN TO TRAIN

## TRAIN TO TRAIN

## ACTION

### Tools

- BC Cup
- Development Squad
- Team BC for Nationals
- CWG
- HP Squad

### Goals

- Inventory of number of participants and retention of athletes.
- Increase number of BC Cups to four annually.
- One Regional race in four BCWG zones annually.
- One Competition Development coach in six BCWG Zones with goal to have one per club by 2020.
- Public targeted athlete list continually updated.
- High Performance program in British Columbia by 2017-2018.

### Tools

- Club training programs
- BC Cup Series
- BCWG
- Development and Talent Squads
- Team BC for Nationals

### Goals

- Inventory of number of participants and retention of athletes.
- One Competition Introduction course annually in with goal to increase to two by 2020.
- Increase number of BC Cups to four annually.
- One Regional race in four BCWG Zones annually.
- One Competition Development coach in six BCWG Zones with goal to have one per club by 2020.
- Monitor and evaluate development of appropriate yearly training plan.
- Annual review of Athlete Manual.
- Annual evaluation of size of Development Squad.
- Talent ID of potential Canada Winter Games Athletes.
- Public targeted athlete list continually updated.

## ACTION

## TRAIN TO COMPETE

## TRAIN TO WIN

### ACTION

#### Tools

- Team BC for Nationals
- CWG
- HP Squad

#### Goals

- Inventory of number of participants and retention of athletes.
- Support athletes who train outside the province through grants.
- Annual review of athlete grant program
- Public targeted athlete list continually updated.
- High Performance program in British Columbia by 2017-2018.

## ACTIVE FOR LIFE

### ACTION

#### Tools

- Give it a Shot
- Toonie/Regional competitions
- BC Cup series
- Team BC for Nationals
- Winter World Masters Games

#### Goals

- Inventory of number of participants and retention of athletes.
- One Toonie/Regional competition in 4 BCWG Zones per year.
- Two Give It A Shot days per club annually.
- Two Bridge through Biathlon programs offered annually.
- Increase number of BC Cups to four annually.

## TRANSITION ATHLETES

### ACTION

- Develop exit/post competition involvement.
- Review strategies of retaining athletes in other than athlete role.



**Canadian Sport For Life (CS4L)/Long-Term Athlete Development (LTAD)**

**ACTION**

- Annual workshops to educate athletes, parents and sport leaders.
- Review of CS4L/LTAD every 2 years.

**EXCELLENCE**

**ACTION**

#### **Sports Canada Carded Athletes**

- Five carded athletes with goal to have seven by 2020.

#### **Technical Director**

- Annually review and evaluate performance.

#### **International**

- Current 1 athlete at World Juniors, goal to have 2-3 at 2020
- Current 3 athletes on national team on WC and IBU Circuit, goal to have 4 by 2020
- Past and Present 1 athlete at last 2 Olympics, Goal 2 athletes at next Olympics.

#### **Nationals**

- Sixteen medals with goal to increase to twenty by 2020.

#### **Canada Winter Games**

- Overall British Columbia finishes in top three for biathlon.
- Five individual medals and 2 team medals

# COACH/OFFICIAL DEVELOPMENT

## COACH DEVELOPMENT

### ACTION

#### Track Numbers of Officials

- Update inventory of Officials annually.

#### Ensure Certified Officials at BC Cups

- All Chiefs at BC Cups at Advanced level or higher.
- Officials in data gathering positions at BC Cups at Entry level or higher.
- Support training of officials in Biathlon in a Box every 2 years.

#### Increasing the Number of Officials and Certification Levels

- Three Entry level course in three BCWG Zones per year.
- Two Advanced level courses in different BCWG Zones per year.
- One Leaders course every 2 years.
- Support development of one Technical Delegate or International Referee every three years.

#### Increase the Number of Learning Facilitators for Officials

- One Learning Facilitator course every three years.

#### Track Number of Coaches

- Annually update public targeted coach list.
- Annually update coach inventory and evaluate geographic distribution.

#### Community Coach Development

- Offer 2 Community Coach Courses each year.

#### Develop Competition-Introduction Coaches

- One Competition Introduction Coach course annually with the goal to have two by 2020.
- One Competition Development coach in six BCWG Zones with goal to have one per club by 2020.

#### Develop and Retain Regional and Provincial Coaches

- Review level of coach compensation every 2 years.
- Annual evaluation of Regional coaches.
- Ensure Regional coaches are meeting current IPS guidelines annually.

#### Formalize a Coach Mentorship Program

- Review and evaluate coach mentorship program annually.

#### Increase the Number of Learning Facilitators for Coaches

- Hold a Learning Facilitator course in 2015/2016

### ACTION

## OFFICIALS DEVELOPMENT

# PARTNERSHIPS

PARTNERSHIPS

ACTION

## **Cross Country BC**

- Coordinate our calendar of events annually.

## **School**

- Establish a Sport School program in three BC Winter Games Zones by 2020.
- Introduction of biathlon in schools in four BC Winter Games Zones annually.

## **Aboriginal Communities**

- Two Bridge through Biathlon events held annually with the goal to increase to four by 2020.

## **Whistler Sports Legacies**

- Establish partnership with goal to have High Performance programming support.

## **Pacific Sport**

- Annual face to face meeting with Athlete Development Advisor.
- Maintain communication regarding current guidelines.

## **Cadet Movement**

- Ensure there are cadet classes in all BC Cup competitions.
- Coordinate event calendar of events annually.

# MARKETING AND PROMOTION/FINANCE

## MARKETING AND PROMOTION

### ACTION

#### Manage Relationships with Funding Partners

- Ensure we maintain in good standing with our funding partners.
- Identify threats with current funding partners.
- Annual review of funding requirements and ensure we meet current deadlines.
- Annual face to face meeting with representatives from ViaSport.
- Frequent communication with representatives from ViaSport.

#### Capitalize on Opportunities for Grant Funding

- Update list of available grants for Biathlon BC and member clubs annually.

#### Follow Sound Financial and Budgeting Practices

- Development of annual budget.
- Maintain transparent budgeting process that balances expected funding with strategic objectives.
- Annual audited financial statements.

#### Diversify Revenue Streams by Attracting Sponsors

- Annual fundraising target of \$2000 with goal to increase to \$5000 by 2020.

#### Maintain an Up-to-Date Website

- Annually update links and continuous review of website content.

#### Develop an Active Social Media Presence

- Administrator to report on Social Media activity at least annually.
- Review and update social media strategy annually.

#### Develop Sponsorship

- Establish series sponsor for BC Cup series.
- Increase visibility by participation in community events.

#### Press/Media Relations

- Identify local media with interest in promoting biathlon/biathletes.
- Local media to be present at all BC Cup events.
- Make local media aware of athletes participating in National and International events.

## FINANCE

### ACTION

## FINANCE