



Biathlon BC 6 Year Strategic Plan 2021 - 2027

2021/2022 season to
2026/2027 season





Biathlon BC 5 Year Strategic Plan 2020 – 2027

The objective of this strategic plan is to provide a framework to guide 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 biathlon in all parts of British Columbia as a competitive sport and sport for life.

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, safe and inclusive environment;
- Supporting the excellence pathway through the operation of a provincial team and a provincial competitive program;
- Supporting participation in biathlon through the Sport for Life principles; and
- Supporting the members of the Society in furtherance of the achievement of these objectives.

Values Statement

- Athletes, coaches, officials and all other members will act ethically and with integrity.
- Athletes, coaches, officials and volunteers will continuously strive for excellence and improve their performance levels through practice and continuing education.
- Biathlon BC will place primary importance on the safety of athletes, coaches, officials, volunteers and the public
- Biathlon BC will champion inclusion, honesty, fair play and respect for the rights of others.

- 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.

Strategic Priorities

Biathlon BC has established four strategic priorities:

1. Competitive Athlete Development;
2. Competitions;
3. Local Sport Organization (LSO) Development; and
4. Governance Evolution.

Strategic Priority	Focus	Objective	Metric	Timing
1. Competitive Athlete Development				
Maximize the impact BiBC provides to high performing targeted athletes and coaches	Enhanced Excellence Funding	<ul style="list-style-type: none"> • Obtain increased funding for high performance programming 	<ul style="list-style-type: none"> • Earn Enhanced Excellence Funding 	<ul style="list-style-type: none"> • 2022/2023
Increase the opportunities for U16 athletes primarily through LSO coach development using BiBC coach and BiBC organized training camps	Talent Squad <ul style="list-style-type: none"> • BiBC organized camps • Coordination between BiBC and club coaches 	<ul style="list-style-type: none"> • Retain athletes through Senior B/G categories • Prepare athletes to progress to the Development Squad • Provide an inclusive environment adhering to True Sport Principles 	<ul style="list-style-type: none"> • Summer and fall training camps • Tracking and Monitoring of Talent Squad athletes 	<ul style="list-style-type: none"> • Annually • Annually
Increase the performance of provincial athletes to prepare them to move to the Performance or High Performance Squads using BiBC coach and BiBC organized training camps	Development Squad <ul style="list-style-type: none"> • Dedicated BiBC coach tracks athlete metrics & performance and communicates to club coaches • BiBC organized camps • Coordination between BiBC and club coaches 	<ul style="list-style-type: none"> • Prepare athletes to perform at Nationals • Prepare athletes to progress to the Performance Squad • Provide an inclusive environment adhering to True Sport Principles 	<ul style="list-style-type: none"> • Top 2 division at Nationals • Spring, summer, and fall training camps • All eligible Athletes registered with CSI Pacific / Pacific Sport • Tracking and monitoring of athletes meets enhanced excellence best practices 	<ul style="list-style-type: none"> • 2021/2022 • Annually • Annually • Annually

Strategic Priority	Focus	Objective	Metric	Timing
Increase the performance and experience provincial athletes to prepare them for the High Performance Squad, high performance training, and competitive success through dedicated BiBC coach engagement	Performance Squad <ul style="list-style-type: none"> Specialized training camps in addition to the Development Squad camps Specialized physiological testing and other sports services Athletes monitored by BiBC coach and dedicated metrics & performance tracking, mentorship with LSO coach 	<ul style="list-style-type: none"> Provide high-performing Development Squad athletes with additional camps and training opportunities, physiological assessments and technical support Develop U19 medalist and internationally competitive biathletes 	<ul style="list-style-type: none"> At least 2 members on World Youth Championship Team At least 4 members on U20 Team Increase from 2 to 4 athletes on Senior National Team All eligible Athletes registered with CSI Pacific / Pacific Sport Tracking and monitoring of athletes meets enhanced excellence best practices 	<ul style="list-style-type: none"> 2023/2024 2023/2024 2026/2027 Annually 2021/2022
Support BiBC athletes to train and compete at national and international competition through	High Performance Squad <ul style="list-style-type: none"> Athletes monitored by BiBC coach and dedicated metrics & performance tracking Financial, technical and testing support 	<ul style="list-style-type: none"> Provide support to athletes who have transitioned to Biathlon Canada approved training centres and high-performance clubs Post-secondary athletes progress to national teams 	<ul style="list-style-type: none"> At least 2 members on World Junior Championship Team At least 4 members on U24 Team or Senior Development Team All eligible Athletes registered with CSI Pacific / Pacific Sport Tracking and monitoring of athletes meets enhanced excellence best practices 	<ul style="list-style-type: none"> 2022/2023 2022/2023 2022/2023 2021/2022
Establish post-secondary high performance pathway options for athletes interesting in pursuing biathlon at the highest levels	Training Centre Programs <ul style="list-style-type: none"> Provide training pathway to athletes graduating from secondary school Dedicated attendance at training centre Academic pursuit and high-performance training 	<ul style="list-style-type: none"> Develop partnership with training centres Develop partnership with high-performance clubs Support post-secondary HP athletes 	<ul style="list-style-type: none"> 10 High Performance Squad athletes training in BC 	<ul style="list-style-type: none"> 2022/2023
Develop and support Masters athletes engaged in national and international	Competitive Masters <ul style="list-style-type: none"> BiBC camps 	<ul style="list-style-type: none"> Promote Competitive for Life 	<ul style="list-style-type: none"> Top division at Nationals for Masters 	<ul style="list-style-type: none"> 2022/2023 2022/2023

Strategic Priority	Focus	Objective	Metric	Timing
competition through BiBC organized training camps and competitions	<ul style="list-style-type: none"> Local sports clubs & programs Regional camps & competitions 	<ul style="list-style-type: none"> Provide an inclusive environment adhering to True Sport Principles Develop community of Masters 	<ul style="list-style-type: none"> Average of 10 Masters competing at BC Cups 	
2. Competitions				
	International	<ul style="list-style-type: none"> Athletes from BC regularly competing internationally 	<ul style="list-style-type: none"> 40% IBU Cup Team is from BC 40% of World Youth/Junior Team is from BC 	<ul style="list-style-type: none"> 2026/2027 2026/2027
	Nationals	<ul style="list-style-type: none"> BC consistently competing for best division nationally 	<ul style="list-style-type: none"> BC Top Ranked Division in Canada 3 Clubs in Top 10 Ranked Clubs at Nationals 10 Club Supported Teams at Nationals 	<ul style="list-style-type: none"> 2026/2027 2025/2026 2022/2023
	Canada Winter Games	<ul style="list-style-type: none"> BC consistently competing for best division nationally 	<ul style="list-style-type: none"> Top Ranked Division at Canada Winter Games 	<ul style="list-style-type: none"> 2022/2023
	BC Cups	<ul style="list-style-type: none"> Widespread and consistent participation in provincial-level competitions 	<ul style="list-style-type: none"> Average of 250 athletes at BC Cups 200 athletes at U13 Championships 	<ul style="list-style-type: none"> 2026/2027 2026/2027
	Roller Ski Competition	<ul style="list-style-type: none"> Provide more opportunities for competition experience 	<ul style="list-style-type: none"> 1 Provincial Summer Roller Ski Biathlon Event per Year 	<ul style="list-style-type: none"> 2022/2023
	Regional Competitions	<ul style="list-style-type: none"> Provide more opportunities for local competition 	<ul style="list-style-type: none"> 2 Regional Competitions per Region per Year 	<ul style="list-style-type: none"> 2022/2023
	Officials Development	<ul style="list-style-type: none"> Increase officials and their certification levels Track inventory of Officials and certifications Ensure Certified Officials at BC Cups 	<ul style="list-style-type: none"> 3 Entry level courses and Advanced level courses 1 Leaders course, Technical Delegate or Instructor Course in partnership with Biathlon Canada All Chiefs at BC Cups at Advanced Level or higher 	<ul style="list-style-type: none"> Annually Annually 2022/2023
	Cross Country BC	<ul style="list-style-type: none"> Increase participation at cross country competitions Coordinate event calendar 	<ul style="list-style-type: none"> Targeted athletes competing in at least 4 cross country competitions per season 	<ul style="list-style-type: none"> 2021/2022
3. LSO Development				

Strategic Priority	Focus	Objective	Metric	Timing
Grow the size and capability of local biathlon clubs through enhanced coaching development and targeted funding to deliver regional camps	Club/Regional Athletes <ul style="list-style-type: none"> Local sport clubs & programs Regional camps & competitions LTAD stage appropriate skill development 	<ul style="list-style-type: none"> Introduce as many athletes as possible into the sport Prepare athletes for competitions Provide an inclusive environment adhering to True Sport Principles 	<ul style="list-style-type: none"> 100% growth in LSO participants 2 Regional Camps per Region per Year 	<ul style="list-style-type: none"> 2026/2027 2026/2027
Increase the reach of biathlon by developing partnerships with schools	Schools	<ul style="list-style-type: none"> Improve connection to schools and school aged children in BC to build interest in biathlon and LSO programs 	<ul style="list-style-type: none"> Partner with BC Games Society to highlight biathlon in BCWG host communities Increase biathlon demo in schools using Eco-Aims rifles 	<ul style="list-style-type: none"> 2023/2024 Annually
Increase the reach of biathlon by developing partnerships with indigenous communities	Indigenous Communities	<ul style="list-style-type: none"> Provide opportunities for indigenous communities to try the sport of biathlon 	<ul style="list-style-type: none"> Build on club relationships with Spirit North and Aboriginal Programming 	<ul style="list-style-type: none"> 2022/2023
Increase the reach of biathlon by assisting in LSO/clubs in joining BiBC and starting biathlon programs	Membership <ul style="list-style-type: none"> Prioritize existing cross country ski clubs for development of new biathlon clubs Develop and promote existing clubs Increase the number of active participants and at all stages of LTAD 	<ul style="list-style-type: none"> Create an information package to facilitate the development of new biathlon clubs Develop BiBC program using the Eco-Aims system to promote biathlon in new communities Promote biathlon, club activities, and events using website and social media Provide financial and promotional support for new participant recruitment programs Use Olympics, Nationals, Canada Winter Games, and BC Winter Games as promotional tools 	<ul style="list-style-type: none"> 16 Active Member Clubs Annual club member meetings to discuss club growth Annual review of registration categories and fees 	<ul style="list-style-type: none"> 2023/2024 Annually Annually

Strategic Priority	Focus	Objective	Metric	Timing
Improve LSO coaching capability to improve skill development for athletes at all LTAD stages	Coach Development <ul style="list-style-type: none"> Professional Coaching Experience (PCE) opportunities at BiBC and regional camps Targeted coaches for development Targeted clubs for development 	<ul style="list-style-type: none"> Improve coaching capabilities at the LSO level Track number of active coaches Coach Inventory and Geographic Distribution Evaluation 	<ul style="list-style-type: none"> 4 Competition-Development coaches on targeted Coach List 6 Full-Time Paid Coaches in BC 	<ul style="list-style-type: none"> 2021/2022 2026/2027
	Community Coach Development	<ul style="list-style-type: none"> Improve coaching capabilities at the LSO level 	<ul style="list-style-type: none"> 4 Community Coach Workshops per year 1 certified Gold Community Coach in each BCWG Zone 	<ul style="list-style-type: none"> 2021/2022 2021/2022
	Competition Introduction Coach Development	<ul style="list-style-type: none"> Improve coaching capabilities at the LSO level 	<ul style="list-style-type: none"> 2 Competition-Introduction Coaches per Club 1 Competition-Introduction certified Coach in each BCWG zone 4 Competition-Introduction Coach Workshops per year 	<ul style="list-style-type: none"> 2023/2024 2021/2022 2023/2024
	Competition Development Coach Development	<ul style="list-style-type: none"> Improve coaching capabilities at the LSO and PSO level 	<ul style="list-style-type: none"> 1 Competition-Development Coach per Region 1 Competition-Development certified Coach in each BCWG zone 	<ul style="list-style-type: none"> 2023/2024 2026/2027
	Coach Developers	<ul style="list-style-type: none"> Improve coach developer capabilities in each region 	<ul style="list-style-type: none"> 4 certified learning facilitators/evaluators for Community Coaching 3 certified learning facilitators/evaluators for Competition-Introduction 2 certified Master Coach Developers 	<ul style="list-style-type: none"> 2024/2025 2023/2024 2023/2024
	Cadet Movement	<ul style="list-style-type: none"> Increase cadet participation at BC Cup and regional events LSO mentorship of cadet biathlon units 	<ul style="list-style-type: none"> 20 cadets participating in regional competitions and BC Cups 	<ul style="list-style-type: none"> 2023/2024

Strategic Priority	Focus	Objective	Metric	Timing
4. Governance Evolution				
	Leadership Plan	<ul style="list-style-type: none"> • Attract and retain board members and committee members • Attract and retain staff • Maintain governance and policies 	<ul style="list-style-type: none"> • Establish annual staff performance reviews • Review and update BiBC bylaws • Review and update policies 	<ul style="list-style-type: none"> • 2020/2021 • Biennially • Annually
	Committee Development	<ul style="list-style-type: none"> • Engage more BiBC members in governance • Reduce reliance on the board for operations • Transition board to mostly governance role 	<ul style="list-style-type: none"> • Maintain standing committees for key priorities of BiBC operations • Review of standing committee terms of reference 	<ul style="list-style-type: none"> • 2022/2023 • Annually
	Marketing and Promotion	<ul style="list-style-type: none"> • Maintain up-to-date website • Increase active social media presence • Develop sponsorship • Increase press/media relations 	<ul style="list-style-type: none"> • Update website and communicate to members through newsletter • Review social media performance • Review of social media strategy • Identify local media to promote biathlon/ biathletes • Invite local media to all BC Cups and contact local media of athletes participating in National and International events 	<ul style="list-style-type: none"> • Monthly • Monthly • Annually • Ongoing • Ongoing
	Finance	<ul style="list-style-type: none"> • Prioritize relationships with funding partners • Capitalize on grant funding opportunities • Diversify revenue streams through programming and sponsorships • Maintain sound Financial and Budgeting Practices 	<ul style="list-style-type: none"> • Remain in good standing with funding partners • Review funding requirements to ensure BiBC is meeting deadline • Face-to-face meetings with viaSport and other key funders • Annual fundraising target of \$5,000 • Develop and monitor annual budgets • Annual review engagement financial statements 	<ul style="list-style-type: none"> • Ongoing • Annually • Annually • 2024 • Annually • Annually

Long-Term Athlete Development and Strategic Priorities

Biathlon BC has adopted the Long-Term Athlete Development model and integrated the Sport for Life principles into its strategic priorities to development biathlon as a sport.

Strategic Priority	LTAD Stage	Tools	Goals
LSO Development	Active Start	No structured biathlon programs at this level	
LSO Development	FUNdamentals to Early Learn to Train	<ul style="list-style-type: none"> • Biathlon Bears • club/regional competitions • New participant recruitment events 	<ul style="list-style-type: none"> • Each member club offer Biathlon Bears program annually • One regional competition in 6 BCWG zones per year • Two new participant recruitment events per club annually
Athlete Development LSO Development	Late Learn to Train	<ul style="list-style-type: none"> • Club training programs • club/regional competitions • New participant recruitment events 	<ul style="list-style-type: none"> • One regional competition in 6 BCWG zones per year • Two new participant recruitment events per club annually
Athlete Development Competitions	Train to Train	<ul style="list-style-type: none"> • Club training programs • BC Cup series • BC Winter Games • Development and Talent Squads • Team BC for Nationals 	<ul style="list-style-type: none"> • One regional race in 6 BCWG zones annually • Monitor and evaluate development of appropriate yearly training plan • Annual update of Athlete Manual and Targeted List • Annual evaluation of Talent and Development Squad • Talent ID of potential Canada Winter Games athletes
Athlete Development Competitions	Train to Compete	<ul style="list-style-type: none"> • Club training programs • BC Cup Series • Performance Squad and Development Squad • Team BC for Nationals • Canada Winter Games • High Performance Squad 	<ul style="list-style-type: none"> • Monitor and evaluate development of appropriate yearly training plan • Annual update of Athlete Manual and Targeted List • Annual evaluation of High Performance Squad, Performance Squad and Development Squad • Meeting Enhanced Excellence Best Practices • Selection of Canada Winter Games athletes
Athlete Development	Train to Win	Biathlon Canada responsibility	
LSO Development Competitions	Active for Life	<ul style="list-style-type: none"> • New participant recruitment events • Club/regional competitions 	<ul style="list-style-type: none"> • One regional competition in 6 BCWG zones per year • Two new participant recruitment events per club annually
Athlete Development LSO Development Competitions	Competitive for Life	<ul style="list-style-type: none"> • New participant recruitment events • Club/regional competitions • BC Cup series • Team BC for Nationals • Winter World Masters Games 	<ul style="list-style-type: none"> • One regional competition in 6 BCWG zones per year • Two new participant recruitment events per club annually • One Masters Biathlon camp per year • Integration of Masters athletes at National Championships