

SPORT BC

2022 - 2026
STRATEGIC PLAN



SPORT
BC

MESSAGE FROM BOARD CHAIR



On the behalf of the Sport BC board of directors, I am pleased to present the Sport BC Strategic Plan for 2022 through 2026. A result of many months of consultation, this plan represents the collective efforts of our board, members, advocacy working group, ProMOTION Plus committee, KidSport leaders, and senior staff to determine the organization's path forward.

During the engagement process it was clear that our seventy-plus members and other sport stakeholders all have individual priorities that require their day-to-day attention. It also became evident that there continues to be a considerable number of shared interests; this Plan is designed to ensure support and alignment for those interests and, ultimately, the successful outcomes that are sought.

It is important to recognize this, like all plans, is a starting point, a template. As the Sport BC team operationalizes and implements the plan they will keep the board, members, and the sector in general apprised of accomplishments as well as any need for adjustments or emerging issues. But one thing will remain unchanging: Sport BC will continue to strongly advocate for and serve our members and stakeholders as well as provide programs that support a strong, diverse and equitable sport environment in BC.

Thank you to everyone who contributed to this process, in particular our members. Thank you to our board for their endorsement of this Plan. Your passion for and commitment to sport ensures that Sport BC continues as a thriving, future-ready organization.

Inspired through sport,

Blair Lowther

A handwritten signature in black ink, appearing to read "Blair Lowther".

Chair, Board of Directors
Sport BC

MESSAGE FROM PRESIDENT AND CHIEF EXECUTIVE OFFICER

I am excited and honoured to lead Sport BC's dedicated, hardworking staff team in the implementation of this ambitious 4-year Strategic Plan. The vision, goals, and objectives embodied in the Plan are the product of an incredible level of contribution from our board, members, and stakeholders. On behalf of the Sport BC team, I want to thank all of you for helping us build an action plan for the future.

Collectively, our members' efforts successfully lead to healthy people and strong communities throughout the province and Sport BC's core mandate is to work in service and support of those efforts. We are also, however, much more than a service entity. Our programs such as ProMOTION Plus and KidSport, the funds accessible through the Sport BC-managed, philanthropic BC Amateur Sport Fund, and our governmental advocacy benefit not only our members, but all of those involved in sport, physical activity, and recreation in BC. Our services, programs, and role as a voice for amateur sport helps make BC a more inclusive, accessible, equitable, and ultimately safer place to undertake sport.

This Plan positions three core strategic pillars: Advocacy, Program and Services, and Organizational Excellence. These will guide Sport BC's actions and investments over the next four years and it is against those priorities that our progress will be measured. The Plan provides clear-eyed direction to ensure the organization is positioned to respond and contribute to the changes and challenges that lie ahead. It must be recognized that this Plan is a collective commitment and is founded on the conviction that we are better together and that sport is more important than ever.

I again want to express my gratitude to our board, members, committees and staff for their efforts and commitment to Sport BC and to a thriving sport sector and its bright future.

Rob Newman



President and Chief Executive Officer
Sport BC

INTRODUCTION

The Sport BC Board undertook this planning effort as BC's amateur sport sector rallied through an unprecedented pandemic. Now, with a reinvigorated commitment to provide access to sport to people in all stages of life and in all of BC's communities, this Plan begins to envision the post-COVID 19 future.

Underpinning this plan is the Board's belief that:

- Sport BC, working with and in support of our member organizations, will successfully continue to lead the sector in the province;
- Our members, collectively, are the backbone of sport in the province and provide governance, leadership, expertise, and structure for their local sport organizations and participants;
- The Plan reflects optimism for the sector's future and highlights what is possible through sport;
- The Plan demonstrates Sport BC's mandate to serve our members and our commitment to our members' success;
- While not always having the exact same needs or objectives, Sport BC members understand that they are stronger and better together especially when they come together as one voice for safe, inclusive and equitable sport in BC;
- Sport is an acknowledged, critical and province-wide vehicle for social connection, physical health, and participation at any age; and
- Sport is a recognized and valued sector that attracts diverse investment and return benefits such as community growth and economic benefits.

ABOUT SPORT BC

Sport BC champions sport participation and our member organizations through key programs and services, advocacy, and signature sport recognition events.

SPORT BC MEMBER SERVICES

Sport BC supports its members by providing a wide range of services and supports. We are proud to be the collective voice for amateur sport in the province and are actively taking a leadership role in advocacy for the sector.

PAYROLL AND BENEFITS

Payroll services are available to all non-profit sport and recreational associations and can be tailored to suit the specific needs of the client's organization. A full range of payroll services and benefits are available for non-sector clients as well.

SBCI INSURANCE (SBCI)

SBCI is the only insurance brokerage in Canada that is owned by a not-for-profit society. SBCI profits stay local, providing revenue to Sport BC and furthering the programs and charitable organizations associated with amateur sport in BC. A full range of insurance products are available through SBCI.

SPORT BC PROGRAMS

KidSport



KidSport believes sport participation powerfully promotes the development of children's social, mental, and physical well-being. Through the provision of assistance for sport registration fees, KidSport eliminates financial barriers, helps families, and strengthens BC communities.

BC Amateur Sport Fund



The BC Amateur Sport Fund is a philanthropic gift-giving program that provides our member organizations the opportunity to raise funds for specific causes and projects that promote the development of amateur sport in British Columbia.

ProMOTION Plus



ProMOTION Plus provides expertise in gender equity and recognition to Sport BC members and community at large through communication activities, education initiatives, and specialty programs.

While Sport BC, does not have direct role in Safe Sport, we work to support our members' efforts to execute all safe sport requirements and obligations.

SPORT BC RECOGNITION EVENTS

Sport BC Athlete of the Year Awards



**ATHLETE OF THE YEAR
AWARDS**

Presidents' Awards



**PRESIDENTS'
AWARDS**

Community Sport Heroes Awards

Power of Sport Tour

ProMOTION Plus:

- In Her Footsteps... Celebrating BC Women in Sport
- Bobbie Steen Foundation Legacy Awards



SPORT BC MISSION

Sport BC, as a member-based organization, facilitates the growth of sport in BC and provides leadership through delivery of its programs and services for members.

SPORT BC VISION

Sport in British Columbia is thriving through the leadership of Sport BC and our members and the value of sport is well established as a central pillar of social development.

SPORT BC VALUES

Central to all that we do, you should expect to see our values in action when you work with us: Integrity, Transparency, Collaboration, Creativity and Innovation.

APPROACH TO STRATEGIC PLANNING



Sport BC's current membership is comprised of over 70 provincial sport organizations, multi-sport organizations, and disability sport organizations, as well as additional sport-affiliated groups. As a key part of the planning process, Sport BC staff, supported by a contracted facilitator, engaged, listened closely, assessed, and asked follow-up questions to ensure the Plan accurately reflected our members' needs.

The planning team also conducted an environmental scan of the sector and brought some of those findings into the engagement process for consideration and comment by the members and stakeholders.

At the same time, assessment and conversation about Sport BC's key public programs took place, resulting in a clear and strong confirmation that our members, stakeholders and program participants believe these programs help everyone participate in a safe, inclusive sport, physical activity, and recreation environment free of abuse, harassment, and discrimination.

The Plan that follows outlines Sport BC's strategic focus for 2022 through 2026.

THE FUTURE WE ARE WORKING TOWARD



By **2026**, we have realized our envisioned future for amateur sport in BC.

THE FUTURE WE ARE WORKING TOWARD

STRATEGIC PILLAR



1

ADVOCACY

- All stakeholders recognize Sport BC as the established voice of the amateur sport sector in the province.
- There is a compelling and qualified public narrative about the value of sport that is contributed to by Sport BC and is based on real data and experiential narratives.
- The work of BC's PSO, DSO, and MSO organizations are showcased province-wide through the successful campaign and promotional efforts of Sport BC and its members.
- An effective communication strategy and approach to policy-related work that has produced results-oriented engagement with all levels of government regarding important programs and issues that Sport BC members lead and care about.

THE FUTURE WE ARE WORKING TOWARD

STRATEGIC PILLAR



1

ADVOCACY

- Government and corporations, in alignment with our vision and values, partner with, donate to, and support Sport BC, knowing we are a sound, reputable and valuable investment.
- Guided by ProMOTION Plus and other Sport BC programs, provincial sport policy, strategies and initiatives increase opportunities for those who identify as women and girls, who are non-binary, who are underserved and/or who are marginalized by income, race, culture, or ability.
- Sport BC and its members collaborate with sport sector stakeholders to innovate pathways and mechanisms that allow every athlete to play to the manner and level they aspire to.
- BC's amateur sport sector intentionally, respectfully, and meaningfully contributes to reconciliation with Indigenous people through sport.

STRATEGIC
GOALS

1

ADVOCACY

1. Members thrive through sport with \$15M raised through a Sport BC-led budget consultation process, benefitting the sport sector in 2023. By 2026, through Sport BC's efforts, government funding increases by an additional \$5M
2. 80% of MLAs in BC are knowledgeable about Sport BC, its initiatives, programs, and its members' actions in the province (PSO, MSO, KidSport activity)
3. A minimum of one additional corporate or government funding stream is identified and actively making contributions (i.e., Sponsorship, name rights)
4. Efforts have measurably expanded a province-wide strategy on advancing opportunities for those who identify as women and girls in sport. Specifically, members are more aware of and readily utilizing proMOTION's resources and we make targeted efforts to ensure girls are aware of available funding

STRATEGIC
GOALS

1

ADVOCACY

5. Building on the 2019 \$2.5M government investment supporting underserved youth, Sport BC has acquired additional funding to support members' continued efforts in this area
6. A minimum of 75% of members report they are satisfied with Sport BC's advocacy efforts, as measured on member surveys (conducted at least annually over the course of the plan)
7. Members report out on tangible benefits from our advocacy and outreach to funders and decision-makers, as evidenced by an annual survey of members

HOW WE GET TO 2026STRATEGIC
INITIATIVES

1

ADVOCACY

- A. Play a listening role in gathering regular feedback from Sport BC members (pulse check or surveys), as well as strategically communicate a clearly focused message on established and/or emerging sector goals, objectives, and priorities
- B. Actively elevate budget conversations with decision-makers and funders to ensure government amateur sport spending matches sector needs
- C. Report out on the state of amateur sport in BC to members and, as needed, represent members and stakeholders to funders and decision-makers on specific issues
- D. Create, manage, and implement message campaigns on the behalf of our members so that they can focus on delivery of sport programming
- E. Advocate for and acquire funding to create successful programs supporting diversity and equity inclusion efforts

HOW WE GET TO 2026STRATEGIC
INITIATIVES

1

ADVOCACY

- F. Engage in a government relations strategy and, at the Provincial level, specifically build relationships across sport, health, and education government ministries and with MLAs and cabinet ministers.
- G. Build on the 2020 bipartisan election campaign, and the 2021 and 2022 budget consultation advocacy campaign
- H. Build a Sport BC communication plan that actively influences at the:
 - a. Municipal level – to relationship build, influence facilities and long-term planning (possible attendance at UBCM)
 - b. Federal level – identify opportunities to influence
- I. Be involved in at least one multi-games bid with a focus on legacy planning to ensure the amateur sport sector benefits from hosting large-scale sporting events.
 - a. Ensure the BC Amateur Sport Fund is a vehicle for financial legacy from the event
 - b. Ensure the needs of amateur sport are considered and advanced through the hosting of the event

HOW WE GET TO 2026STRATEGIC
INITIATIVES**1**

ADVOCACY

- J. Engage with BC Tourism to ensure amateur sport has a voice at the table
- K. Seek and action opportunities to speak at relevant meetings and conferences to showcase the impact of sport and to encourage investment in infrastructure for sport
- L. Produce a user-accessible resource platform to share best practices, tools, and supports for members' commonly-held goals
- M. Demonstrably build relationships/connections with the gaming grants branch to ensure member concerns get highlighted

THE BRIGHT FUTURE WE ARE WORKING TOWARD

STRATEGIC PILLAR

2

PROGRAMS AND SERVICES

- An efficient suite of services supports our members (large and small) and the sector at large, helping to provide resources and professional guidance for capacity-challenged organizations.
- Member administration and reporting is simplified and allows our members to focus on sport and improved diversity of product, higher performance levels, and increased participation.
- Functioning as a collection point and network for our members, Sport BC provides opportunity and support that contributes to the creation of a collaborative and efficient sector positioned to take on current and new priorities such as compliance issues, Safe Sport, diversity initiatives, and truth and reconciliation goals.

REALIZING THE FUTURESTRATEGIC
GOAL**2**PROGRAMS
AND
SERVICES

1. Support member professional development by offering three educational opportunities a year, topics to be guided by members.
2. Introduce one new shared service resource to members by end of 2023, and another additional one by end of 2026

REALIZING THE FUTURESTRATEGIC
INITIATIVES

2

PROGRAMS
AND
SERVICES

- A. Facilitate the identification and sharing of best practices regarding various topics and issues within the sector. Engage and network between the sport and non-sport sector where beneficial
- B. Develop and deliver club/volunteer basic training on governance and grant applications and reporting in a format our members can also to share with their clubs
- C. Initiate consultation with members to understand what kind and what level of legal-related services and resources are needed; research and develop a member-accessible directory
- D. Assist member organizations with board recruitment by collecting developing a directory of qualified experienced directors

REALIZING THE FUTURESTRATEGIC
INITIATIVES

2

PROGRAMS
AND
SERVICES

- E. Develop an education learning and development program such as a “Sport BC Learning” series
- F. Provide services of particular importance to members such as:
 - a. HR support and services
 - b. Legal support and services
 - c. Financial services such as audit, bookkeeping services
 - d. Group fundraising capability, such as Electronic Raffle System provider
 - e. Communications expertise and eEvents toolkit
 - f. Preferred vendor document: created and vetted by members

THE BRIGHT FUTURE WE ARE WORKING TOWARD

STRATEGIC PILLAR

**3**

ORGANIZATIONAL EXCELLENCE

- The organization has a strong, productive and efficient team who benefit our members by working to a well-articulated purpose, in alignment with our mission, values and strategic goals and objectives.
- Operational and strategic decisions are clear, effective and are demonstrably supported by data generated from Sport BC member surveys and sector reports.

REALIZING THE FUTURESTRATEGIC
GOALS**3**

1. Immediately, and over the duration of the plan, continue to operate self-sufficiently, supported by SBC Insurance revenue. Invest all proceeds to the maximum benefit of Sport BC's operational stability, thriving corporate culture, and of our members.
2. For the duration of the plan, regularly report out on all decisions related to major allocations of funds

ORGANIZATIONAL
EXCELLENCE

STRATEGIC
INITIATIVE**3**ORGANIZATIONAL
EXCELLENCE

- A. Identify where additional data is needed for decision-making (for example, member input) and develop collection mechanisms.
- B. Continue to provide regular updates on the financial health of the organization and consult with membership over allocation of funds
- C. Clearly determine which decisions require member consultation as opposed to those that are strictly operational in matter. Develop member consultation processes and decision-making mechanisms that can be flexibly and appropriately applied as called for in varied situations.

SPORT BC

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BC