

STRATEGIC PLAN

2016-2020

Board Approved: June 8, 2016



TABLE OF CONTENTS

STRATEGIC PLAN 2016-2020	1
Table of Contents.....	2
Foundation.....	3
Purpose	3
Vision	3
Goals	3
Strategy.....	3
Think provincially.....	4
Activate locally.....	4
Leverage investment.....	5
Values.....	5
Results.....	6
Sport.....	6
Sport Objectives.....	6
Sport Initiatives	6
Community	6
Community Objectives.....	7
Community Initiatives.....	7
Business	7
Business Objectives.....	8
Business Initiatives.....	8
Accountability	8

FOUNDATION

PURPOSE

viaSport British Columbia was created in 2011 as a legacy organization of the 2010 Olympic and Paralympic Winter Games, tasked by the provincial government to be the lead agency responsible for promoting and developing amateur sport in British Columbia. As an independent not-for-profit organization, our primary purpose is to champion positive changes so that more British Columbians thrive via sport and physical activity.

VISION

Our vision is an active, healthy British Columbia where sport inspires a field of possibilities for all and:

- People of all ages, abilities and ambitions have the fundamental knowledge, skills and opportunities to participate in and enjoy physical activity, recreation and sport for life.
- Athletes have more opportunities to achieve excellence in sport by developing, improving and measuring their performance against others in fair, respectful and safe competition.
- British Columbians feel energized, proud and connected to their communities as participants, spectators, and hosts of sport activities, events and major games.
- There is a strong, stable and sustainable business model for sport through government and non-government investment, community commitment, and effective business practices.

GOALS

To realize this vision, viaSport is focused on three goals to help more people thrive via sport and physical activity:

- Increase participation and performance (Sport)
- Enrich and energize communities (Community)
- Maximize funding and revenue (Business)

STRATEGY

A balanced approach is required to achieve these goals; we cannot focus on one goal at the expense of the other. This means that status quo will not work. To grow the impact of sport on more British Columbians within today's fiscal framework, change is required. viaSport is committed to championing positive change by uniting leaders across sport, health, education, recreation, community and business to think provincially, to activate locally, and to leverage investment.

THINK PROVINCIALLY

One of BC's greatest assets in amateur sport is our provincial and disability sport organizations. Together with local sport organizations across BC, they enroll almost 670 000 athlete, coach, official and volunteer members across 61 accredited and recognized sports. Each provincial and disability sport organization (PSO / DSO) is poised to increase participation and performance in amateur sport by building on their strengths while raising the bar on safe and inclusive programming, responsible and impactful coaching, and fair and safe competition.

By thinking provincially, viaSport introduces and encourages a strategic and systemic approach to change. We work with leaders across all levels of sport and across multiple sectors to strengthen and integrate policy and programming in the areas of physical literacy, inclusion, accessibility, safety, and high performance. Through collaboration across sectors, we will unify BC around positive changes that result in a provincial approach, a common set of standards, and adoption of universal practices. Our robust sport development and investment model specifically encourages funded partners to align with provincial policy and priorities so that more people of all ages, stages and ambitions thrive via sport.

Multi-sport organizations (MSO) working toward the same goals provide leadership and targeted support and services across the province to the PSO / DSO and their members. viaSport's Regional Alliance also ensures that every community in the province has access to multi-sport programs, information and local advocacy for the role sport plays in creating healthy, active communities. Our provincial approach to communications and engagement is focused on both inspiring citizens through stories and media, as well as equipping them with information about opportunities, grants, and results.

ACTIVATE LOCALLY

Positive sport experiences fuel the development of healthier and more active communities, enriching lives through personal, social and economic development. When communities work together to increase access and opportunities for everyone to participate in sport as athlete, coach, official or volunteer, the whole community thrives.

viaSport's Regional Alliance are champions and partners that translate provincial thinking into increased participation and performance opportunities in every community across British Columbia. Committed to enriching lives and energizing communities, they facilitate connections across sports and sectors, share information and expertise, and deliver multi-sport programs that build capacity and competency in sport development, inclusive programming, and coaching and leadership development.

Our ambition is that every British Columbian becomes an advocate of creating active and healthy communities via sport. To inspire higher participation in sport and physical activity, more event hosting and increased investment, viaSport's integrated communication program shares meaningful stories through

multiple mediums including video and live streaming so that we can reach every corner of the province and the world.

LEVERAGE INVESTMENT

BC's Provincial Government has a strong history of investing directly in amateur sport, more than \$1 billion in since 2001. On behalf of the Ministry of Community, Sport and Cultural Development, viaSport advances their policy objectives of increasing participation, performance and event hosting by administering government funding and grants through an objective, transparent and fair process.

We are very proud that BC's sport system attracts attention across sectors and across the country, recognized for its innovation, quality and impact. viaSport leverages this attention by actively developing and strengthening relationships with provincial, national and local sport partners in order to maximize benefits to British Columbians.

To expand positive sport experiences for everyone, a sustainable business model is required. viaSport leverages government's investment with strategies to increase revenue through cost-sharing, partnerships, commercialization of programs and services, sponsorship and value-in-kind contribution.

VALUES

As relationships are key to viaSport's success, these values guide our behaviours with each other and our partners:

- **TRUST** – we are honest, open and transparent with full respect for each person and their views.
- **ACHIEVEMENT** – we take ownership for setting and reaching a high standard, embracing learning and growth along the way.
- **INNOVATION** – we respectfully challenge the norm and stand up to status quo, always open to change and new ideas.
- **COLLABORATION** – we care deeply about those we interact with as people and professionals, and sincerely strive to help each person succeed.
- **PASSION** – we come to work positive and energetic, deeply committed to making a difference.

RESULTS

Working as partners with leaders across multiple sectors, viaSport will deliver visible results by 2020:

SPORT

To increase participation and performance, viaSport will champion positive changes that result in:

1. **High performing sport organizations** that operate with increased levels of participation, effectiveness and excellence results with seamless integration of Long Term Athlete Development.
2. **More trained and certified coaches and officials** who apply sound science and professional principles to create safe opportunities for athletes to develop, thrive and have fun.
3. **Increased participation of under-represented groups** of all ages and stages through inclusive programming and experiences.
4. **Physically literate children and youth** on the pathway to becoming active and healthy for life.

SPORT OBJECTIVES

- Increase PSO/DSO membership from 670 000 to 690 000.
- Ensure 50% of PSO/DSOs demonstrate adoption of universal standards and practices related to inclusion and / or safe sport (anti-bullying, concussion, injury prevention).
- Increase the number of provincial sport organizations that have and enforce minimum coach standards for provincially sanctioned events from 54% to 100%.
- Increase participation by women and girls from 42% to 50%¹.
- Increase the number of teacher, recreation and sport leaders trained to deliver physical literacy programs in their communities.

SPORT INITIATIVES

1. **PSO/DSO Enhancement** – Sport Services program to provide tools, education and consulting.
2. **Accessibility** – Northern Sport Accessibility Initiative, partnership with CPC, provincial strategy.
3. **Safe Sport** – Policies and universal practices around injury prevention, concussions and anti-bullying.
4. **Gender Equity** – Targeted consulting, education and mentorship programs at all levels of sport.
5. **Physical Literacy** – A provincial approach to promote physical literacy and to develop capacity.

COMMUNITY

To enrich lives and energize communities, viaSport will champion positive changes that result in:

¹ *based on membership data of accredited PSO/DSOs in B.C.

1. **viaSport and its Regional Alliance valued as community partners** who facilitate connections and information sharing, and deliver multi-sport programs that build capacity and competency.
2. **Increased participation and engagement of citizens** – athletes, coaches, officials, volunteers, spectators, and investors – inspired through the promotion of sport and physical activity.
3. **BC as the preferred destination to host** national and international training, competition and sporting events of all sizes.

COMMUNITY OBJECTIVES

- Increase the number participants in viaSport and Alliance led courses, workshops and educational sessions.
- Increase the number of people engaging via digital media: social media followers by 53% by 2017, from 3,600 to 5,500, unique website visitors by 25% from 131,000 to 163,000, and newsletter subscribers by 25% from 2,000 to 2,500.
- Increase the number of media mentions (earned media) across BC by 15% year over year.
- Increase the number of different communities represented in all content including viaSport Media.
- Increase the number of cross-sector partners and key relationships in each Region.

COMMUNITY INITIATIVES

1. **viaSport Brand Story** – Strong and consistent voice reflected through content, images and by partners.
2. **BC Task Team** – Cross-organization task team to develop integrated communication plan.
3. **Digital Media Strategy** – Integration of media, social media, website, and provincial campaigns.
4. **Regional Alliance** – Targeted outreach and community building to raise profile of sport and programs.
5. **Government Engagement** – Regular MLA communication and cross-Ministry engagement.

BUSINESS

To maximize funding and revenue, viaSport will champion positive changes that result in:

1. **Objective and efficient granting programs** that align with strategic objectives and fairly distribute funding to programs across BC.
2. **viaSport recognized as a forward-focused organization**, modelling operational excellence and sustainable business practices.
3. **Strong partnerships** locally, provincial and nationally that bring more value to BC.
4. **Higher investment in sport** through increased contribution across governments and from citizens, partners and corporations.

BUSINESS OBJECTIVES

- Increase the number of quality grant applications from underserved communities.
- Reduce operational costs.
- Increase the diversification of revenue sources for viaSport.
- Increase average ratio of provincial investment to self-generated revenue at viaSport and across the sector.
- Increase the value from provincial and national partnerships.

BUSINESS INITIATIVES

1. **Investment Review** – New framework to evaluate return on investment in funded organizations.
2. **PSO Engagement and Funding Tool Project** – COC partnership to leverage BC's Investment Review model across Canada and strengthen alignment between National Sport Federations and BC PSOs.
3. **Application Grant Review** – Continuous improvement to the granting process and benefits.
4. **Operational Excellence** – Business practices to increase efficiencies and foster employee engagement.
5. **Revenue Generation** – Exploration and implementation of innovative ways to increase revenue.

ACCOUNTABILITY

Championing positive change so that more British Columbian's thrive via sport and physical activity requires a very collaborative approach where partners across health, education, recreation and other sectors share a common vision and are working toward similar outcomes.

To enable clear focus on these shared goals and objectives, viaSport will closely track and report results to our partners with:

- Interim and year-end reports to the Board and Ministry of Community, Sport and Culture Development
- Annual Information Packages to every MLA and Alliance partner about the impact of the investment in sport in their region, including athlete highlights, sporting events, and grant allocation.
- An annual report to share more broadly with key stakeholders and the public.

Through continuous improvement to our data tracking and information systems, viaSport will establish a baseline where possible, set targets, and report year over year trends on at least the following metrics:

SPORT	COMMUNITY	BUSINESS
<ul style="list-style-type: none"> • Membership numbers by region, sport, age, gender • Participation of women and girls by sport, membership category, and region • Percentage of athletes on national teams • Percentage of best practice adoption by Sport for gender equity, concussion, anti-bullying • Number of trained and/or certified coaches by Sport: Coach developer, learning facilitators, new, Region • Percentage of enforced coach minimum standards by Sport • Number of trained physical literacy teachers, leaders, mentors by region • Number of schools and students involved in Paralympic Schools Week by region • Participation in viaSport Sport Services: education programs, information sessions 	<ul style="list-style-type: none"> • Course and program participation by Region: coach and leadership development, sport participation, inclusion, high performance, and sport safety • Digital media followers: social media, unique website visitors, newsletter subscribers, live streaming viewers • Media mentions by region or game zone • Number of formal and informal partners and key relationships by Region • Number of communities represented in content and media • Number of opportunity conversations with potential corporate investors and funding partners 	<ul style="list-style-type: none"> • Number of grants by Region: applicants, quality applicants, and awards • Amount of non-MCSCD revenue for viaSport: fees, cost sharing, grants, sponsorship, other • Operational efficiency savings • Ratio of leveraged and self-generated revenue for PSO, DSO, Alliance, MSO, viaSport • viaSport partnerships: number of and value from new and retained • Percentage of funded partners who meet reporting requirements and timelines