



BC Snowboard Association
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BCSA STRATEGIC PLAN 2011-2015



Table of Contents

Vision	Page 3
Mission Statement	Page 3
Mandate	Page 3
Values	Page 3
Performance Objectives	Page 4
Performance Measures	
Participation / Membership	Page 6
Clubs	Page 7
Events	Page 8
Financial Sustainability	Page 9
Partnerships	Page 10
Organizational Structure and Administration	Page 11
Marketing and Communication	Page 12
Performance Teams	Page 13



VISION

To be a leading Provincial snowboard organization in Canada through innovative dynamic and collaborative initiatives and commitment to excellence.

MISSION STATEMENT

To foster and facilitate ongoing development of snowboard athletes, coaches and officials on participation and performance levels; and to provide and promote opportunity and enjoyment in the competitive snowboarding community.

MANDATE

BC Snowboard Association (BCSA) is the governing body of snowboarding in BC and provides ongoing support and development of snowboarding participants throughout the Province. BCSA is dedicated to running Provincial series events, coaching for a Provincial program, and sanctioning clubs, events and activities which promote snowboarding for riders of all ages and abilities based on the principles of the Canada~Snowboard Long Term Athlete Development model (LTAD).

VALUES

- 1. Continuous Improvement and Growth**
BCSA is committed to the continuous improvement and growth of the sport of snowboarding and all those involved
- 2. Fair Play**
All BCSA endeavors are based on the rules of fair play
- 3. Community Development**
BCSA promotes personal and community development
- 4. Collaboration**
BCSA is dedicated to building corporate and community partnerships that develop and promote the sport of snowboarding
- 5. Fun**
BCSA is dedicated to provide and promote fun in the sport of snowboarding



Performance Objectives 2011-2015

The following performance objectives describe the overall direction of BC Snowboard Association (BCSA) for 2011-2015

Participation / Membership

- Increase the number of BCSA memberships

Clubs

- Increase the number of sanctioned snowboard clubs in BC
- Improve the support system for current and new sanctioned snowboard clubs throughout BC

Events

- Increase the number of sanctioned snowboard events throughout BC
- Improve the consistency and quality of sanctioned snowboard events throughout BC
- Increase participation in sanctioned snowboard events throughout BC

Financial Sustainability

- Increase revenue, funding sources and sponsorships to obtain financial sustainability
- Achieve a diversified portfolio of funding sources to ensure financial sustainability
- Operate under the GAAP principles

Partnership

- Increase the number of partnerships that foster participation and performance in snowboarding

Organizational Structure and Administration

- Create an efficient, effective and sustainable organizational structure with focus on employee retention, succession planning and volunteer recruitment, training, and retention

Marketing and Communication

- Identify target markets and create marketing and communication strategies to effectively reach all audiences



Performance Objectives 2011-2015 (continued)

Performance Teams

- **Talent identification**
 - create and implement talent identification programs for all levels of Provincial teams
- **Quality programming**
 - create and ensure quality programming for all Provincial teams based on identified needs of participating athletes
- **Transitions**
 - support athletes through different stages of LTAD, help athletes transition out of competitive snowboarding, create alumni and ways for alumni to continue involvement within snowboarding
- **Results**
 - athletes are to perform and achieve podium results within their functional area while displaying personal growth and development

**Performance Measures 2011-2015:
Participation / Membership**

- Increase the number of BCSA memberships by 10% each season

Membership/Participation Tactics:	Completion Date
Improve the value of a BCSA membership through increased, support systems, communication, events and programs	2011-2015
Update and improve the BCSA website to facilitate and educate current and potential BCSA members the value and services provided through BCSA membership	July 2011
Introduction of limited event membership	July 2011
Increase the number of sanctioned BCSA events (see Events)	September 2011
Improve marketing and communication of all aspects of the BCSA (see Marketing and Communication)	September 2011
Develop a BCSA Feedback Surveys to be delivered to the membership at the end of each season. This survey will have a section specific to BCSA membership servicing. Feedback will guide further improvements	April 2012, update and distribute yearly
Develop and implement a 3-5 year membership structure that facilitates member retention	June 2012
Promote and facilitate delivery of RBC Riders Program (in conjunction with Canada-Snowboard)	2011-2015
Increase the number of sanctioned Clubs (see Clubs)	2011-2015
Increase participation in performance programming (see Performance)	2011-2015



**Performance Measures 2011-2015:
Clubs**

- Increase the number of sanctioned snowboard clubs in BC by 1 per season
- Improve the support systems for current and new snowboard clubs throughout BC; measured by an increase in the number of clubs and feedback from the BCSA Survey which will be delivered to all sanctioned clubs yearly

Clubs Tactics:	Completion Date
Update the BCSA Club Development information package and post on website	July 2011-ongoing
Educate all coaching staff on the process of building a new club to ensure accurate information is provided to potential new clubs	July 2011-2011-2015
Provide resort snowboard school staff the BCSA Club Development information package and a list of trained and certified coaches in their area	July/ Yearly
Provide certified coaches with the BCSA Club Development information package and contact information for resorts in their area who do not currently have sanctioned snowboard clubs	July /Yearly
Develop a BCSA Feedback Surveys to be delivered to the membership at the end of each season. This survey will have a section specific to BCSA club servicing. Feedback will guide further improvements	April 2012, update and distribute yearly
Involve club staff and volunteers in the delivery of BCSA programs (RBC Riders, Camps, Sanctioned Events)	2011-2015
Involve resort staff (snowboard school), and volunteers in the delivery of BCSA programs (RBC Riders, Camps, Sanctioned Events)	2011-2015



**Performance Measures 2011-2015:
Events**

- Increase the number of sanctioned snowboard events throughout BC
- Improve the consistency and quality of sanctioned snowboard events throughout BC, measured by member feedback surveys and participation levels
- Increase participation in sanctioned snowboard events throughout BC by 5% each year

Events Tactics:	Completion Date
Implement and advertise cash prizing for the 2011/12 BC Snowboard Provincial Series events	July 2011
Sanction and promote LTAD level 3 and 4 events throughout the Province	September 2011
Obtain new sponsors to donate prizing for BC Snowboard Provincial Series events	December 2011
Develop and foster partnerships with clubs, resorts and shops who will be running sanctioned events and communicate benefits of hosting sanctioned snowboard events	December 2011
Develop a BCSA Feedback Surveys to be delivered to the membership at the end of each season. This survey will have a section specific to BC Snowboard Provincial Series events. Feedback will guide further improvements	April 2012, update and distribute yearly
Improve the marketing and communication of all BCSA sanctioned events (see Marketing and Communication)	2011-2015
Develop (in conjunction with course building professionals), promote and facilitate venue building information to all snowboard clubs, event officials, and event crews at resorts	2011-2015
Provide opportunities for event officials (clubs, resorts, volunteers) to 'train' at the BC Snowboard Provincial Series events	2011-2015
Provide membership and officials the LTAD model to educate and help facilitate the transitions through the BCSA performance programs	2011-2015

**Performance Measures 2011-2015:
Financial Sustainability**

- Increase revenue, funding sources and sponsorships to obtain financial sustainability. This will be measured by an increase in retained earnings of \$5,000 per fiscal year
- Achieve a diversified portfolio of funding sources to ensure financial sustainability. This will be measured by an increase of 5% funding outside of 2010 Legacies Now Provincial funding each fiscal year
- Operate under the GAAP principles, measured by monthly review of financial statement by a CGA and yearly audits

Financial Sustainability Tactics:	Completion Date
Continue to work with current funding sources to maintain current funding levels, apply for increases whenever possible	2011-2015
Create and implement fundraising initiatives	2011-2015
Increase club fees by 50%	June 2011
Establish a more effective membership structure and services that creates greater membership value and generates increased revenue (see Membership/Participation)	July 2011
Increase event registration fees by 25% in 2011	December 2011
Increase team fees by 10%	June 2012
Increase membership fees by 15% for 2012/13	July 2012
Create a financial plan to achieve a diversified portfolio of funding sources: <ul style="list-style-type: none"> • Resource sponsorship funding sources for targeted programs and develop sponsorship packages • Resource additional administration funding for additional staff and administration of BCSA • Source grant possibilities for all aspects of BCSA • Contract a grant writer to aid in the sourcing and application of grant opportunities 	2011-2015
Yearly budgets reviewed and approved by CGA	Yearly
Monthly statements reviewed and approved by CGA	Month End
Yearly audits	Year End



**Performance Measures 2011-2015:
Partnership**

- Increase the number of partnerships that foster participation and performance in snowboarding
 - Measured by:
 - Increase in membership
 - Increase in sanctioned snowboard events
 - Increase in event participation
 - Increase in clubs
 - Increase in performance program participation
 - Increase in certified coaches officials and judges in BC
 - Increase in funding (sponsorship, grants, government funding) and retained earnings

Partnership Tactics:	Completion Date
Promote and facilitate (in conjunction with Canada~Snowboard) the training of officials throughout BC	2011-2015
Promote and facilitate opportunities for coaches in BC (in conjunction with Canada~Snowboard and Coaching Association of BC)	2011-2015
Promote and facilitate (in conjunction with FIS) training and judging opportunities throughout BC	2011-2015
Promote and facilitate delivery of RBC Riders Program (in conjunction with Canada~Snowboard)	2011-2015
Develop relationships with resorts in BC to deliver and promote sanctioned events, BCSCA memberships, share equipment, human resources, and volunteers	2011-2015
Develop and support new and existing snowboard clubs throughout BC	2011-2015
Continue to work with Freestyle Skiing and Ski Cross to share resources for events and create a stronger 'snow sport' partnership when approaching resorts	2011-2015
Be part of a partnership to address venue development including Crown land	2011-2015
Source and secure potential financial partners (See financial Sustainability)	2011-2015



**Performance Measures 2011-2015:
Organizational Structure and Administration**

- Create an efficient, effective, and sustainable organizational structure with focus on employee retention, succession planning and volunteer recruitment, training, and retention. Have this structure/plan in place by 2012/13. Measured by:
 - Meeting yearly financial objectives
 - Feedback from staff performance evaluations and staff meetings
 - Volunteer retention measured yearly

Organizational Structure and Administration Tactics:	Completion Date
Implement monthly staff meetings to ensure open communication and feedback	June 2011
Develop and administer bi-yearly performance evaluations for all BCSA staff- review functional areas, budgets and ensure strategic objectives are met- change/reorganize structure based on feedback	October and April Yearly
Review and reorganize 2011/12 organizational structure for 2012/13 based on feedback from 2011/2012 staff performance evaluation, and feedback from the membership survey	April 2012
Develop a succession plan for the current BCSA Staff and volunteers	April 2012
Develop internal policy and procedures manual which enables transfer of knowledge for all BCSA resources, documents, and historical files to ensure all association property is documented and accessible to the BOD	June 2012
Develop a BOD manual to outline and communicate roles and responsibilities of BOD	June 2012
Develop a Staff Manual to communicate internal policies and procedures	June 2012
Increase the number of BOD by 2 directors	2011-2015
Recruit and train volunteers at BCSA sanctioned events (resort staff and volunteers, club staff and volunteers)	2011-2015



**Performance Measures 2011-2015:
Marketing and Communication**

- Identify target markets and create marketing and communication strategies to effectively reach all audiences. This will be measured by:
 - Increased membership
 - Increased participation in sanctioned events
 - Increased participation in performance programming
 - Yearly feedback surveys delivered to BCSA members

Marketing and Communication Tactics:	Completion Date
Develop a new BCSA website and provide accurate updated information for all potential users	July 2011
Develop team specific pages which link to the BCSA website that effectively promote BCSA programming and athletes	July 2011
Assess BCSA’s marketing needs and develop a multi-faceted Marketing and Communication Plan to effectively reach all audiences	August 2011
Effectively use social media to market and support all aspects of BCSA	August 2011
Create a new ‘brand’ for the BCSA for all promotional material that appeals to our target market	August 2011
Develop a BCSA Feedback Survey to be delivered to the membership at the end of each season. This survey will have a section specific to marketing and communication. Feedback will guide further improvements.	April 2012, update and distribute yearly



**Performance Measures 2011-2015:
Performance Teams**

- **Talent identification**
 - create and implement talent identification programs for all levels of provincial teams
- **Quality programming**
 - create and ensure quality programming for all provincial teams based on identified needs of participating athletes
- **Transitions**
 - support athletes through different stages of LTAD, help athletes transition out of competitive snowboarding, create alumni and ways for alumni to continue involvement within snowboarding
- **Results**
 - athletes are to perform and achieve podium results within their functional area while displaying personal growth and development

Performance Tactics Development Team:	Completion Date
Increase the number of participants by 6 to 8 per year per team	
<ul style="list-style-type: none"> • Develop a performance/team specific Marketing and Communications Plan to reach current and potential Development Team Members (See Marketing and Communications Plan) 	August 2011
<ul style="list-style-type: none"> • Development team specific advertising campaigns 	September 2011
<ul style="list-style-type: none"> • Review and update program model to strengthen and ensure smooth growth 	September 2011
<ul style="list-style-type: none"> • Improve on-hill presence (signage, coach uniforms and on-hill advertising) 	December 2011
<ul style="list-style-type: none"> • Quality programming to ensure athlete retention 	2011-2015
<ul style="list-style-type: none"> • Strengthen partnerships with clubs/snow schools 	2011-2015
<ul style="list-style-type: none"> • Increase staffing accordingly with program growth 	2011-2015

Increase the number of Development Teams throughout the Province to a total of 4 Regions by 2015	
<ul style="list-style-type: none"> Identify areas that could support new programming 	2011-2013
<ul style="list-style-type: none"> Create new partnerships to assist with growth 	July 2011
<ul style="list-style-type: none"> Implement Talent ID Camps 	January 2012 (first)
Improve the quality of programming offered to Development Teams (will assist in both results as well as bridging gap to Provincial Teams)	
<ul style="list-style-type: none"> Work with peak performance school program to develop training and school schedules 	August 2011
<ul style="list-style-type: none"> Improved coach accountability for time spent on task through tracking docs, session plans and debriefs 	September 2011
<ul style="list-style-type: none"> Increased staff training 	October 2011
<ul style="list-style-type: none"> Develop schedule for coach mentorship opportunities with provincial teams 	October 2011
<ul style="list-style-type: none"> Increased contact time with athletes 	December 2011
<ul style="list-style-type: none"> Provisions of performance analysis equipment 	February 2012
<ul style="list-style-type: none"> Increased use of support staff 	2012
<ul style="list-style-type: none"> Increased accessibility to CSC Pacific resources 	2012
Improve the transitions in and out of program	
<ul style="list-style-type: none"> Implementation of Talent ID camps for new riders 	Early and late season annually
<ul style="list-style-type: none"> Improved upwards transitions through quality programming solutions 	2011-2015
<ul style="list-style-type: none"> Design and implement a Coach Mentoring Program 	2011-2015
<ul style="list-style-type: none"> Combined Development and Provincial Training Camps 	Dec-Apr 2012
<ul style="list-style-type: none"> Continued development of junior positions on Provincial Teams 	2012-2013
Consistently Improve Program Overall Results	
<ul style="list-style-type: none"> Develop an improved and consistent way to evaluate and track individual performance year to year 	September 2011
<ul style="list-style-type: none"> Establish program entry and exit result expectations 	November 2011

<ul style="list-style-type: none"> Improved results through quality programming solutions 	2011-2015
<ul style="list-style-type: none"> Identify and implement an increase expectation of ability level (both entering program as well as exiting program) 	2013 - 2015

Performance Tactics Freestyle Team:	Completion Date:
To be operating a high end Train to Compete program with athletes exiting the program as Learn to Win athletes	
<ul style="list-style-type: none"> Create and communicate retirement strategies for athletes 	August 2011
<ul style="list-style-type: none"> Establishing success factors of athletes exiting the program (pro movie parts vs NSO) 	August 2011
<ul style="list-style-type: none"> Athletes are meeting KPI charting 	2011-2015
<ul style="list-style-type: none"> Improved transitions coming into program and exiting program 	2011-2015
<ul style="list-style-type: none"> Continued coach mentoring of development coaches and club coaches 	2011-2015
<ul style="list-style-type: none"> Continued development and implementation of Junior Rider program 	2011-2012
<ul style="list-style-type: none"> Increased standard of selection during 2012 (seeing talent growth over the next 2-3 years) 	2012-2014
<ul style="list-style-type: none"> Expectations of podiums at Stage 4 events 	2012-2015
<ul style="list-style-type: none"> Exposure to National Level coaches and programs (attending NSO Talent ID camps) 	2012-2015
<ul style="list-style-type: none"> 80% of team is Fit to Train 	2012
<ul style="list-style-type: none"> Expectations of Finals at Stage 5 events (Podiums within 2 years) 	2012
<ul style="list-style-type: none"> Expectations of top thirds at Stage 6-7 events 	2012
<ul style="list-style-type: none"> 80% of team is fit to perform 	2013
<ul style="list-style-type: none"> Expectations of podiums at Stage 5 events 	2013-2015
<ul style="list-style-type: none"> Expectations of finals at Stage 6 events 	2014
<ul style="list-style-type: none"> Combining a specific training camp with Development Team 	Dec – Apr 2012
Increased quality and quantity of athletes entering program (14-16 total)	
<ul style="list-style-type: none"> Implement Provincial Talent ID camp around Provincial Finals (work with coaches and teams) 	March 2012
<ul style="list-style-type: none"> Retention of riders through increased perceived and actual value of programming 	On going



Improved quality of programming	
• Increased trampoline training time	2011-2012
• Increased support staff contact time	2012-2014
• Hire a second full time coach (seasonal)	2012-13
• Provision of video analysis equipment and software	2011-2015
• Make use of additional training ops (bag jump)	2011-2015
Increased Halfpipe Presence	
• Increased Halfpipe specific training	January 2011
• Run a Provincial Halfpipe Camp and a small event (include all levels in BC)	2012-13

Performance Tactics Snowboard Cross Team:	Completion Date:
To offer SBX specific programs to riders based on specific needs at Train to Train and Train to Compete Stages	
• Identify support staff in key regions that athletes can access and provide athletes these contacts	August 2011
• Hire a full time second coach (Assistant Coach role to evolve into this)	2013
• Hire a full time strength and conditioning coach	2013
• Expand existing Junior Rider Program into a fully functioning 12 month program	2014
Increased quantity of athletes to 16-20	
• Develop Event Based Talent Identification Program	October 2011
• Provide Technical Coach education opportunities for Development and Club level coaches	November 2011
• Provide Session Planning support to Development and Club level coaches	November 2011
• SBX specific marketing *See Marketing and Communications Plan	TBD
Increased quality of athletes entering Provincial Team	
• Develop and communicate retirement strategies	August 2011
• Integrate Provincial Fitness Standards into Development Team strength and conditioning training	October 2012
• Improve the athletes transition out of program	2011-2015
• Perform and analyze Athlete Exit interviews	2011-2015



<ul style="list-style-type: none"> Communicate with NSO coaching staff regarding athlete transitions 	2011-2015
<ul style="list-style-type: none"> Create mentorship opportunities between previous provincial team athletes who are now National team members to help mentor BC athletes 	2011-2012
Monitor constant progression of athletes technical abilities and results	
<ul style="list-style-type: none"> Development of Fitness Standards for various levels of programming 	December 2011
<ul style="list-style-type: none"> Expectations of podiums at Stage 4 events for aT2T Provincial athletes 	2011-2013
<ul style="list-style-type: none"> Expectations of podiums at Stage 5 events for upper level T2C 	January 2012 on
<ul style="list-style-type: none"> Develop further result expectations for various levels of programming 	April 2012
<ul style="list-style-type: none"> Implementation of Fitness Standards for various levels of programming 	June 2012
<ul style="list-style-type: none"> Meeting all established KPI's (Key Performance Indicators) 	2011-2015

Performance Tactics Canada Games Team:	Completion Date:
To send a team of the Province's top identified athletes to the 2015 Canada Winter Games to compete in all CWG disciplines	2015
<ul style="list-style-type: none"> Work with and support existing programs in the preparation of CWG talent pool athletes 	2011-2015
<ul style="list-style-type: none"> Create dynamic opportunities for CWG talent pool athletes within the Provincial programming 	TBD
<ul style="list-style-type: none"> Implement an effective talent identification and selection process 	TBD
<ul style="list-style-type: none"> Provide Coach development opportunities through the CWG 	TBD
To Perform at the 2015 CWG	
<ul style="list-style-type: none"> To achieve 4 podium results 	2015
<ul style="list-style-type: none"> To place within the top 3 Provinces for snowboard specific flag points 	2015