

BC Freestyle Ski Association



SUSTAINABLE STRATEGIC PLAN

Post - Strategic Planning Session Draft

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Prepared by: 110% Consulting
Under Guidance of BCFSA
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Executive Summary

This Strategic Planning document replaces the Strategic Plan completed June 18, 2007; and has been produced with the input of the 2007/ 08 BCFSA Board of Directors, and BCFSA staff. A Strategic Planning Session was conducted on June 24 with the following participants: BCFSA Board ~ Steven Bull, Ken Kirk, Denise Bull, Diane Vaykovich, Brad Hicks, June Ip, Luc Broucher, Trent Kappler; BCFSA Staff ~ Wade Garrod, Andrew Clough, Adrian Taggart; Past BCFSA Director ~ Don Schuster; CFSA ~ Bob Bibby; Pacific Sport ~ Cindy Thomson; and Sport BC ~ Kimberly Gilhooly. Additional input and guidance for this planning process has been provided by the following; BC Alpine Ski Association, BC Gymnastics Association, BC Coaches Association, Sport BC Staff and Board Members, Pacific Sport Staff, and CFSA Staff. We thank all participants for their contribution to this very important document.

The purpose of this document is to outline key opportunities, objectives, and strategies that will allow the BCFSA to engage tactics for a sustainable and successful future. The appendix of this plan provides more detailed background information that has been utilized to create this draft, and provide further checkpoints for future Strategic Plans.

Historically, the BCFSA has been managed and operated to a large degree by a voluntary Board Executive with the daily efforts of a High Performance Program Director. The management structure will be adjusted in future, as funding permits, with the introduction of daily General Management staff to enable the association to implement new activities for growth and sustainability. The Board Executive have created this strategic plan to begin to set the path for a vibrant future, and new daily management will allow the organization to reach its potential, short and long-term.

The BCFSA receives a majority of its operational revenue from grants and sport funds from Canadian and British Columbian government and sport agencies. The BCFSA will continue to deliver excellent sport programming and delivery to qualify for continued funding support, and will implement an assertive marketing campaign to procure new partners, sponsors, and fund-raising opportunities. The combination of maintained and new funding opportunities will provide the basis for sustainability.

The Board, Staff, and a vast number of volunteer supporters have created a very strong, vibrant, and growing sport development and programming system. This system will be fine-tuned to provide new opportunities for athletes, parents, and spectators throughout BC to enjoy the various disciplines of freestyle skiing.

The BCFSA appreciates the support of various sport organizations, from National to club levels. In addition, the resorts of BC have been very supportive to the BCFSA, and future training centre development support will be a key aspect of the future plans for the growth of freestyle skiing in BC as we approach 2010, and beyond.

The key to the future is sustainable planning and execution. The current and past Boards of the BCFSA leave a legacy of dedicated effort and excellence in development and support of freestyle skiing. There is a bright future for BC freestyle skiers and the sport of freestyle skiing. This document and supporting documents and processes represent the torch that will be passed to future boards and administrators of the BCFSA.



STRATEGIC PLAN

SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities, and Threats was conducted at the AGM Strategic Planning Session, June 24, 2007. Results of this SWOT Analysis are provided in the Appendix of this document.

I. Future Direction

1.1 Our Future (Mission, Vision, Values, Methods)

We have a bright future at the BCFSA, due to the successes in recent years of creating participation growth within the sport. With effective planning, and prudent fiscal management; the organization will reach significant sport goals well beyond 2010.

1.1.1 *Mission*

The mission of the BC Freestyle Association is to develop, promote and coordinate in a safe and ethical manner, the sport of freestyle skiing throughout British Columbia.

1.1.2 *Vision*

The BCFSA will enable a province-wide participation in freestyle skiing while ensuring an atmosphere of fairness, fun, and safety for all. We will accomplish keen entry-level interest, while maintaining our commitment to competitive excellence in freestyle skiing on a Provincial, National, and International level. The BCFSA will create growth in participation and competitive success that exceeds any other winter sport.

1.1.3 *Values*

The BCFSA shall exist on the basis of the following fundamental values

- Participant safety during all training and competitions
- Fun for all. An appropriate level of coaching for all athletes involved
- Competitive environment at club, Regional, Provincial, and National levels
- An environment of open communication between all levels



1.2 Current Situation

The BCFSA has operated within a small head office in the Sport BC complex in Vancouver, however most operational activities originate from the HPPD office in Vernon.

The association has operated with many decisions and strategies being planned on a short-term basis with input from a Board Executive on an as-needed timeline.

Sport development initiatives are planned and implemented by the coaching staff, with input from the Executive. These initiatives are primarily planned to follow the guidance of the CFSA, Sport BC, and Pacific Sport.

The BCFSA relies on these organizations, and fees generated by athletes and coaches to operate within an overall budget of approximately \$300K.

1.3 Strategic Planning Process

The new BCFSA strategic planning process will begin with this document. This document has been created with the collective input of the current BCFSA Board of Directors, and the Coaching Staff.

On June 24, 2007; the newly elected Board of Directors met at a Strategic Planning Session. The input from the Board at this session was utilized to create this document, which will be continually updated, and be used as the guide for planning, organizing, implementing, and evaluating the ongoing operations of the organization.

Each year, the new Board will continue with a Strategic Planning Session as the first action in their tenure.

1.4 Long-term Goals

1.4.1 *Organizational* ~ to be professionally organized and sustainable

1.4.2 *Participation* ~ to increase participation in all disciplines throughout BC

1.4.3 *Resources* ~ to increase recurring revenues and support

1.5 Long Term Strategies

1.5.1 *Structure* ~ create a new Staff structure supported by Board Executive

1.5.2 *Marketing* ~ develop a new Image and Resource Development System

1.5.3 *Partners* ~ foster support from public and private sectors with goal affinities



1.6 Mid / Short-term Goals

- 1.6.1 *Organizational* ~ create accountability and goal-oriented management
- 1.6.2 *Participation* ~ increase overall participation, gender balance, and a strengthening Elite Program
- 1.6.3 *Resources* ~ develop a New Partners' Program

1.7 Mid / Short-term Strategies

- 1.7.1 *Structure* ~ create a new operational management structure
- 1.7.2 *Recruitment* ~ provide new club support and athlete recruitment initiatives
- 1.7.3 *Support* ~ continue to develop effective coaching programs - Club to Elite
- 1.7.4 *Image* ~ create a fun positive image by promoting exciting, fun participation at training and events. Capture this image in new website and marketing
- 1.7.5 *Partners* ~ recruit sponsors for key categories (see Marketing section)

II. Organizational and Business Development

2.1 Current Situation

The on-going daily operational management of the association filters through to a few Executive Members, and thereby the focus of these Executive Members and the BCFSA has been short-term oriented and reactionary.

Systems are antiquated and provide opportunity for improved strategic focus and utilization of the strength of available human resources and other assets.



2.2 Organizational Goals

2.2.1 *Updated Procedural Methods*

2.2.2 *Solid Management* ~ a new management structure that enables the Board to focus on direction rather than executing duties

2.2.3 *Long-term and Annual Planning* ~ a planning model that allows the organization to benefit from the visionary expertise of the Board

2.3 Organizational Strategies

2.3.1 *Update Constitution / Handbook*

- Systems
- Policies and Procedures
- How-to guide for new Directors

Updates will enable the organization to capture opportunities that will support a successful and sustainable future. This adjustment is a key to maintaining a transitional consistency, also essential to focusing on key obligations and deadlines.

2.3.2 *Rewrite Board / Staff Job Descriptions* ~ create a staff structure that enables the organization to operate in a business-like manner

2.3.3 *Develop a Business Planning Framework* ~ utilize the business acumen of the Board to develop a comprehensive Long and Short Term planning model

- Annual Strategic Plan
- Annual Business Plan (ABP) ~ including cost analysis
- Monthly and Quarterly Review ~ to be submitted by staff
- Annual Plan Review ~ for Executive transitional review
- Strike committees for aspects of plans such as Marketing

2.3.4 *Improve Communications* ~ create highly effective communications with partners, clubs, members, coaches, etc to enable the association to create new opportunities

- Upgraded and highly-utilized Website
- Monthly on-line newsletter
- Monthly reports from staff with easy-to-use template



III. Sport Development

3.1 Current Situation

The BCFSA will continue to develop all disciplines, with focus on developing athletes upward in World Cup and Olympic disciplines. The CFSA LTAD model is a catalyst to BCFSA goals, including support of developing evolving new disciplines beyond 2010.

Currently, the growth in participation is exceeding the growth of support services such as; coaches, officials, trainers, and support funding partners. Support services will become one of the key focuses of the BCFSA, as it is with the CFSA.

3.2 Sport Development Goals

- 3.2.1 *Maximized Club Funding* ~ enable clubs to receive support
- 3.2.2 *New Clubs* ~ throughout province
- 3.2.3 *Recruit New Coaches* ~ 3 level III by September 14, 5 level II, 30 level I
- 3.2.4 *New Technical Delegates / Officials* ~ 2 new TDs, and accreditation of existing 'unofficial' TDs.
- 3.2.5 *New and Upgraded Judges* ~ Judge committee to determine benchmarks.
- 3.2.6 *New Freestyle Excitement in BC* ~ through all zones

3.3 Sport Development Strategies

- 3.3.1 *Instill Performance Measurements* ~ provide guidance to all clubs. Utilize Club Marking Program support from CFSA, if available
- 3.3.2 *Develop New Club Plan* ~ establish support for 'ramping up' of new clubs, with assistance from CFSA, BCFSA, PacSport, etc
- 3.3.3 *Train New Coaches* ~ schedule for courses; Create the Plan
- 3.3.4 *Develop New TD / Officials Plan* ~ offer minimum 3 regional officials training courses in 07. W. Garrod and S. Bull to formulate TD / Official plan and promote through zone reps and club presidents.
- 3.3.5 *Implement Zone Awareness Campaign* ~ Zone Chairs to meet with Club reps, Presidents, and interested "new club" resorts to provide guidance, etc



IV. Support and Programming Development

4.1 Current Situation

Investment is currently weighted toward High Performance. This is appropriate due the dramatically higher costs per athlete at the Elite level, and that the sources of funding are focused on High Performance.

Clubs run Entry Level programs in concert with Ski Schools, and most costs are the responsibility of parents.

Performance-level programs are partially funded by Gaming Grants, and resources provided by organizations such as PacificSport.

The BCFSA must be alert to changes in government funding support.

4.2 Support and Programming Goals

- 4.2.1 *Improved Communications* ~ internally and externally to create opportunities
- 4.2.2 *Understood and Captured Opportunities* ~ improve understanding of programming support, and improve preparation and follow-through for support opportunities
- 4.2.3 *Improved Planning* ~ be better prepared to 'ask' and 'deliver'
- 4.2.4 *Improved Risk Management Programs* ~ ensure to prepare to deliver sport within controlled risks

4.3 Support and Programming Strategies

- 4.3.1 *Update and Improve Web-Presence* ~ communicate to everyone; with fresh, meaningful, and easily accessible information
- 4.3.2 *Communicate Opportunities* ~ use website and other communication methods to coaches, athletes, and parents on access to training. Educate clubs on funding opportunities including processes to acquire.
- 4.3.3 *Create Master Calendar* ~ gather and coordinate information on all events, training, funding deadlines to enable success at all levels.
- 4.3.4 *Develop Risk Management Program* ~ Develop criteria and methods to create risk management programs from CFSA to Club levels; training to events.



V. Training Center Development

5.1 Current Situation

The 2010 Olympic opportunity in BC has been portrayed to provide funding opportunities for training infrastructure at ski resorts throughout the province. This has not occurred to-date.

Currently, the CFSA intends to be focused on training at Apex Mountain Resort and Whistler in BC, and COP in Alberta, with events at Cypress beginning 2007 to 2010.

On-snow facilities in BC may be adequate to enable BC athletes to train. Off-snow facilities in the province are excellent. Water ramp access is limited to Blackcomb at this time.

The BCFSA will continue to work with the CFSA, PacificSport, and resorts to increase the quality of training sites and facilities to enable and encourage greater participation and excellence in the sport of Freestyle Skiing in BC.

5.2 Training Centre Goals

- 5.2.2 *Maintained Resort Relationships* ~ we have superb support, and must maintain our partners' interest
- 5.2.3 *Confirmed Primary Elite Training Venues* ~ Apex, Silver Star, and Whistler Blackcomb Water Ramp must be maintained
- 5.2.4 *New Water Ramp(s)* ~ additional BC water ramp(s) are a high priority
- 5.2.5 *New Discipline Venue Support* ~ Half-pipe, Ski Cross, and Slopestyle are second priority.

5.3 Training Centre Strategies

- 5.3.2 *Work with clubs* ~ to establish continued and new resort support. Ie. Apex, Silver Star, Cypress, Blackcomb ~ Big White, Red, Mt. Washington, etc
- 5.3.3 *Confirm Apex commitment* ~ committee to attempt to maintain early season and on-going training ~ Silver Star is also available, however requires early season snow and mogul training focus.
- 5.3.4 *Support Pursuit of New Water Ramps* ~ review status of Penticton and Vernon campaigns, and promote lower cost water ramps like the Revelstoke model.
- 5.3.5 *Work with BCSA and Ski Areas to establish Half-Pipe and Skier Cross venues* ~ provide new clubs with support to develop and utilize their facilities. Consider Big White, Red Mountain, Mt. Washington and others.



VI. Marketing and Resource Development

6.1 Current Situation

In order to create a sustainable future for the BCFSA, the organization must generate new energies of interest; from participants and spectators, and subsequently from resource partners.

Currently, marketing and resource development endeavours are non-existent. The nucleus of funding support is derived from 2010 oriented, public sector organizations.

A marketing process must be developed and deployed to create renewed vitality in participation, and to secure new (and past) private and public partners.

6.2 Marketing and Resource Goals

6.2.1 *Marketing Plan* ~ Comprehensive Partner-need PLAN ~ SEE 7.3.1

6.2.2 *New Funding Source "Scan"* ~ research new, available funds

6.2.3 *Action Plan* ~ Develop a thorough tactical plan

6.2.4 *Strengthened Relationships with Current Partners*

6.2.5 *Events as catalyst* ~ HP at Cypress and Regional Events

6.3 Marketing and Resource Strategies

6.3.1 *Learn new marketing methods* ~ utilize available assistance (ie. Sport BC) Join Sport BC immediately. Attend Marketing / Funding training course at BCIT

6.3.2 *Implement thorough SCAN* ~ research existing and potential funding

6.3.3 *Utilize Business Plan and Marketing Plan to develop key Tactical Plan*

6.3.4 *Communicate with Partners* ~ keep open and professional dialogue

6.3.5 *Consider Half-pipe event at Cypress Mountain* ~ host a major, profit-generating HP event at Olympic venue, adjacent to scheduled WCup

6.3.6 *Host more exciting regional events* ~ to increase participation and excitement at all levels and thereby reach partner goals



VII. Sustainability Plan

7.1 Current Situation

In order to assure a sustainable future for the BCSFA, it is vital that a strategic plan is taken to capture and maintain realistic, long-term resource opportunities. A commitment must be made to ensure that current and future opportunities derived from Marketing / Resource Development successes are managed, and maintained.

7.2 Sustainability Goals

- 7.2.1 *Improved capability to Deliver* ~ delivering on partner criteria and expectations
- 7.2.2 *Strategic 'Partner Plan'* ~ a critical aspect of the Marketing Plan
- 7.2.3 *Delivered promises* ~ on time

7.3 Sustainability Strategies

- 7.3.1 *Create and Implement Partner Plan*
 - Identify potential partners
 - Research partner needs and expectations
 - Match BCFSA capabilities to Partner needs
 - Recruit new partners to create sustainability
- 7.3.2 *Maintain current partner needs*
- 7.3.3 *Sound business practices* ~ for operational success and partner-need satisfaction



VIII. Financial Plan

8.2 Current Situation

The BCFSA currently operates finances from a Director's home office with records spread throughout province. The association operates without clear budgeting processes in place, and thereby lacks planning, accountability, and clear understanding of issues and opportunities.

8.2 Finance Goals

- 8.2.1 *Centralized Finance Systems* ~ allow easier access to all records
- 8.2.2 *Clarified Financial Status* ~ ensure clear understandings
- 8.2.3 *Budget in Place*
- 8.2.4 *Accountability* ~ create an environment of responsible practices

8.3 Finance Strategies

- 8.3.1 *Executive selection of location* ~ Board to review and determine best location for accounting system
- 8.3.2 *Report on financial status* ~ Ken and Don to provide comprehensive report with support of Don Schuster
- 8.3.3 *Draft budgets 1 and 2* ~ conference calls to approve
- 8.3.4 *Obtain Monthly Reports* ~ create a template for staff reports
- 8.3.5 *Consolidate information* ~ Andrew to gather and organize information onto data backup system; including Historical Board meeting minutes



Appendix

Attached Files:

1. SWOT Analysis
2. Original Strategic Plan ~ completed June 18, 2007 for 06/07 BCFSA Board
3. Key Focus Areas:
 - a. Organization
 - b. Business Planning
 - c. Sport Development
 - d. Support and Programming
 - e. Training Centre
 - f. Sustainability
 - g. Finance

