Special Olympics British Columbia

Strategic Plan 2017 – 2021

Annual Plan 2020 – 2021

www.specialolympics.bc.ca

Special Olympics
British Columbia

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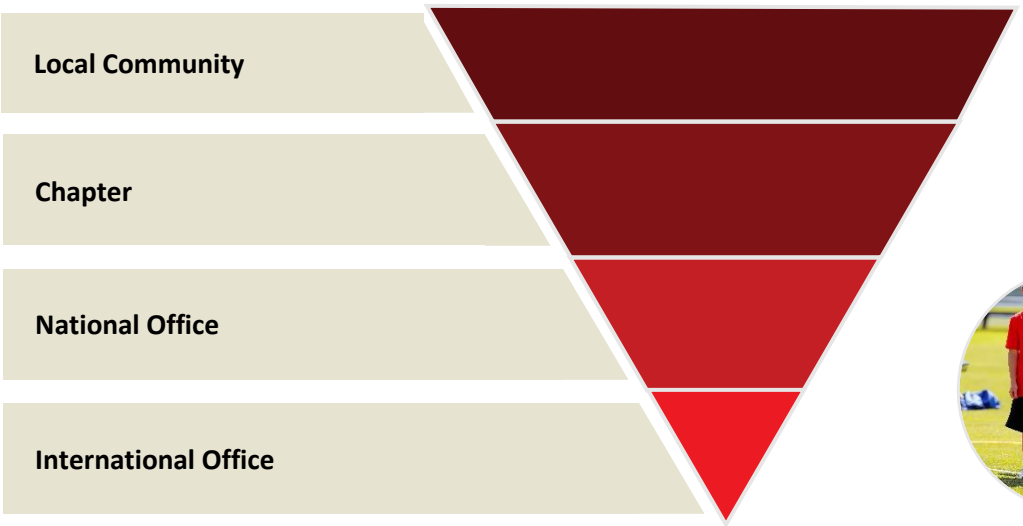
Introduction

The 2017-2021 Strategic Plan for Special Olympics British Columbia aligns with the vision of Special Olympics Canada and Special Olympics International. The plan outlines the goals, strategies, and targets we want to collectively and collaboratively achieve in order to advance Special Olympics. We aspire to continue to grow, introducing more British Columbians with intellectual disabilities to the transformative power of sport, and we are committed to ensuring we deliver best-in-class programs for our athletes.

A flexible approach will be used to implement and measure the plan. While we align with international and national goals, our approach to achieving success incorporates tactics and targets tailored for our province's population. Special Olympics BC Locals carry out a sizeable and vital portion of our movement's work and impact, and they are also encouraged to develop their own strategies to achieve our movement's shared goals based on their knowledge of their own areas.

Each portion of our movement has important roles to play to bring success for our athletes and movement over the next three years:

- **At the local community level**, we ask everyone involved to develop and adapt day-to-day Special Olympics activities in ways that will contribute to achieving the shared goals for the movement.
- **At the Chapter level**, Special Olympics BC has aligned with the pan-Canadian vision and goals while planning strategies and targets that will help us achieve our shared goals in this province.
- **The national and international levels** of the organization will do everything they can to support Chapters and Programs and develop Special Olympics using shared goals and strategic plans as their guide.



Section 1
Our Movement Today

Our mission is as relevant today as it was almost 50 years ago when Special Olympics was founded. Sport is still the primary way Special Olympics achieves changes and we know that the impact and benefits of sport are multi-dimensional. Special Olympics develops healthier athletes with lifelong physical fitness habits that instill confidence, self-esteem, and other life skills. These attributes extend far beyond the field of play and establish lasting positive impacts for athletes, their families/caregivers, and their communities. Special Olympics contributes to social change by transforming attitudes and fostering a more inclusive society that combats negative stereotypes and misperceptions. Special Olympics builds communities by bringing people together and promoting volunteerism and civic engagement.

Vision:
Our vision is that sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all across British Columbia.

Mission:
Special Olympics BC is dedicated to enriching the lives of individuals wth intellectual disabilities through sport.

Values:

Inclusion:	Diversity:	Empowerment:	Respect:	Excellence:
We foster inclusive communities.	We honour what is unique in each individual.	We create opportunities to pursue full potential.	We operate in an environment of cooperation, collaboration, and dignity.	We elevate standards and performance.

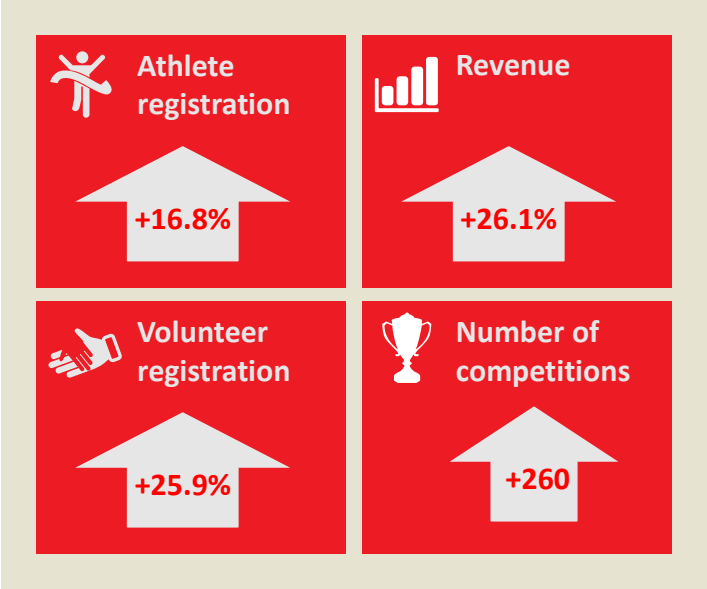
At its core, Special Olympics is a sports organization that uses the power of sport as a catalyst for social change. Through sport, we challenge society. By drawing attention to the abilities of people with intellectual disabilities, we break down misperceptions and tackle negative attitudes. By highlighting how the needs of people with intellectual disabilities are not being met, we expose inequity and exclusion. **The focus for Special Olympics BC therefore needs to be bringing more athletes to the movement and providing high-quality sport experiences that help create positive attitudes and bring about permanent change towards inclusion of people with intellectual disabilities.**

While Special Olympics BC has made tremendous impact, **we clearly have much more to do if the estimated 69,000 British Columbians with intellectual disabilities (approx. 1.5% of population) are to be fully included in communities.** Ours is an important mission, and we must continue to provide opportunities that enable everyone to embrace people with intellectual disabilities as full members of society. When we do that, we show that when given the opportunity, individuals with intellectual disabilities can and will achieve great things!

Special Olympics BC successes from the previous strategic cycle

Across British Columbia, Special Olympics has an incredible number of hardworking athletes, volunteers, and staff who are the engine of our movement. Together we achieved success in many aspects of the last strategic cycle, including:

- From 2011 to 2016, we grew from 3,986 to 4,656 athletes with a specific focus on increasing young athlete registration and expanding our sport programs into more communities.
- We increased the number of volunteers from 3,121 to 3,928.
- Across B.C., we increased the number of competition opportunities offered to our athletes and increased delivery of both the Healthy Athletes and Athlete Leadership programs.
- We increased revenue in B.C. from $4.09 million in 2012 to $5.16 million in 2016.
- Following a Special Olympics International brand reset, we have aligned on the common brand, established key messages, agreed on our vision and mission, and developed a set of core values that will drive the movement in the coming years.



While the successes have been far reaching across many aspects of our organization, the most significant measures reveal that more athletes with intellectual disabilities are actively participating in sport, health, and leadership programs, in more communities across the province, with the support of more committed volunteers and qualified coaches. We aspire to keep this positive momentum going!

Section 2
Developing Our Strategic Plan

Our vision, mission, and values are shared throughout Special Olympics in Canada and form the basis of this plan. In developing Special Olympics BC's strategic plan, we sought:

- **Global and national alignment:** Special Olympics BC's plan shares the vision and goals of the global and national strategic plans, with tactics and targets designed to best fit our area.
- **Mission-driven planning:** Athletes and their experiences are the priority.
- **Clear implementation plan:** The plan outlines key execution points by articulating "what" (goals), "how" (strategies and tactics), and "who" (roles and responsibilities at all levels.

- **Ongoing tracking, measurement, and evaluation:** SOBC's plan aligns with national measurements, goals, and targets to demonstrate progress and pan-Canadian impact while incorporating targets unique to our province. Our three-year plan and annual planning will allow for the celebration of accomplishments as well as for analysis and course correction when required.

- **Enable local flexibility and tailoring:** These goals and strategies allow for local customization of tactics in order to best position ourselves for success.

Out of this three-year strategic plan we will build annual and operational plans to target our work to achieve these aims, and we will encourage Special Olympics BC Locals to create their own corresponding operational plans. Our collective commitment to this strategic plan will further develop and enhance Special Olympics in our province, driving awareness and delivering sport opportunities that enrich the lives of British Columbians with intellectual disabilities and in so doing, fostering more inclusive communities.

Section 3
Our Goals and Strategies

In each of our 55 Locals, increasing numbers of athletes are experiencing the transformative power and joy of sport, yet the potential and the need to provide opportunities for more people are so significant that we need to make sure we keep growing. As we embark on a new strategic cycle and align around new goals and strategies, key opportunities exist to build on the positive momentum achieved in recent years and to continue to drive awareness and to build and enhance the delivery of our programs at all levels.

Goals

This plan consists of two major strategic goals. They are completely connected, and reaching both goals, not one or the other, is critical to achieving our vision.

Goal 1: Improve opportunities for athletes to perform at their best

Across B.C. we will improve the quality of programs, and broaden access to them. This means strengthening our focus on quality sports programming and coaching, supported by our health work, so that athletes follow a Long Term Athlete Development (LTAD) model, are fit and healthy, master skills, build confidence and self-esteem, and perform at their best on and off the field of play.

Athletes will have increased, year-round opportunities to participate, and the improved quality of our programs will help us attract new athletes. We will seek targeted growth, especially in young athletes and diverse cultures.

Goal 2: Build positive attitudes towards people with intellectual disabilities

Attitude change must be a deliberate outcome of Special Olympics. We create change from others engaging with and witnessing our athletes as they participate in sports. It is essential that Special Olympics in British Columbia continuously works to improve awareness for the Special Olympics movement and for what people with intellectual disabilities can achieve. We need people to see our athletes competing, and athletes leading the way as the face and voice of our movement; that is what opens hearts and minds and ultimately promotes inclusion in friendships, communities, health, education, and employment.

To achieve our major goals, an important, two-part, support goal underpins this plan:

Support Goal: Build Capacity

Generate more resources

Securing adequate resources is vital to the success of Special Olympics BC over the next three years. Our aim is to maximize opportunities with current and new partners through joint fundraising efforts and strategic alliances that result in increased resources and awareness. We will continue to engage all levels of government (municipal, provincial/territorial, national).

Strengthen leadership and organizational effectiveness

We will commit to organizational excellence across a number of areas including human resource (staff and volunteer) development and training opportunities, technology advancements that extend across all strategies and allow for economies of scale and improved efficiencies, and implementation of Program Quality Standards. We will broaden athlete and youth leadership, recognizing the important roles both can play as champions for the movement and in building a new generation of supporters. In addition, we will integrate athletes, families/caregivers, and young people across every aspect of this plan.

Athletes

If we want our communities and province to be inclusive, Special Olympics athletes need to contribute in ways beyond the field of play. This means developing more athletes as leaders and ensuring they are actively engaged in meaningful roles at all levels.

Families

The families/caregivers of athletes are critical to this plan as they understand the benefits of Special Olympics and play a huge role in athlete access to and delivery of programs. We need to look at new ways to engage more family members and caregivers.

Youth

Young people with and without intellectual disabilities are the future of Special Olympics. We need to tap into their energy and creativity and involve young people in a way that engages them now and long into the future.

Strategies

To <u>Improve Athlete Performance</u>, Special Olympics BC will:

A. Improve the quality of sport programming.

B. Strengthen implementation of our Long Term Athlete Development model, with a focus on athlete growth.

C. Grow our health programs.

D. Improve coach and volunteer capacity and quality.

E. Enhance the quality of our competition model.

To <u>Build Positive Attitudes</u>, Special Olympics BC will:

F. Improve external awareness through PR, celebrity, government, and sponsor engagement.

G. Connect the movement so we harness our power and speak with a collective voice.

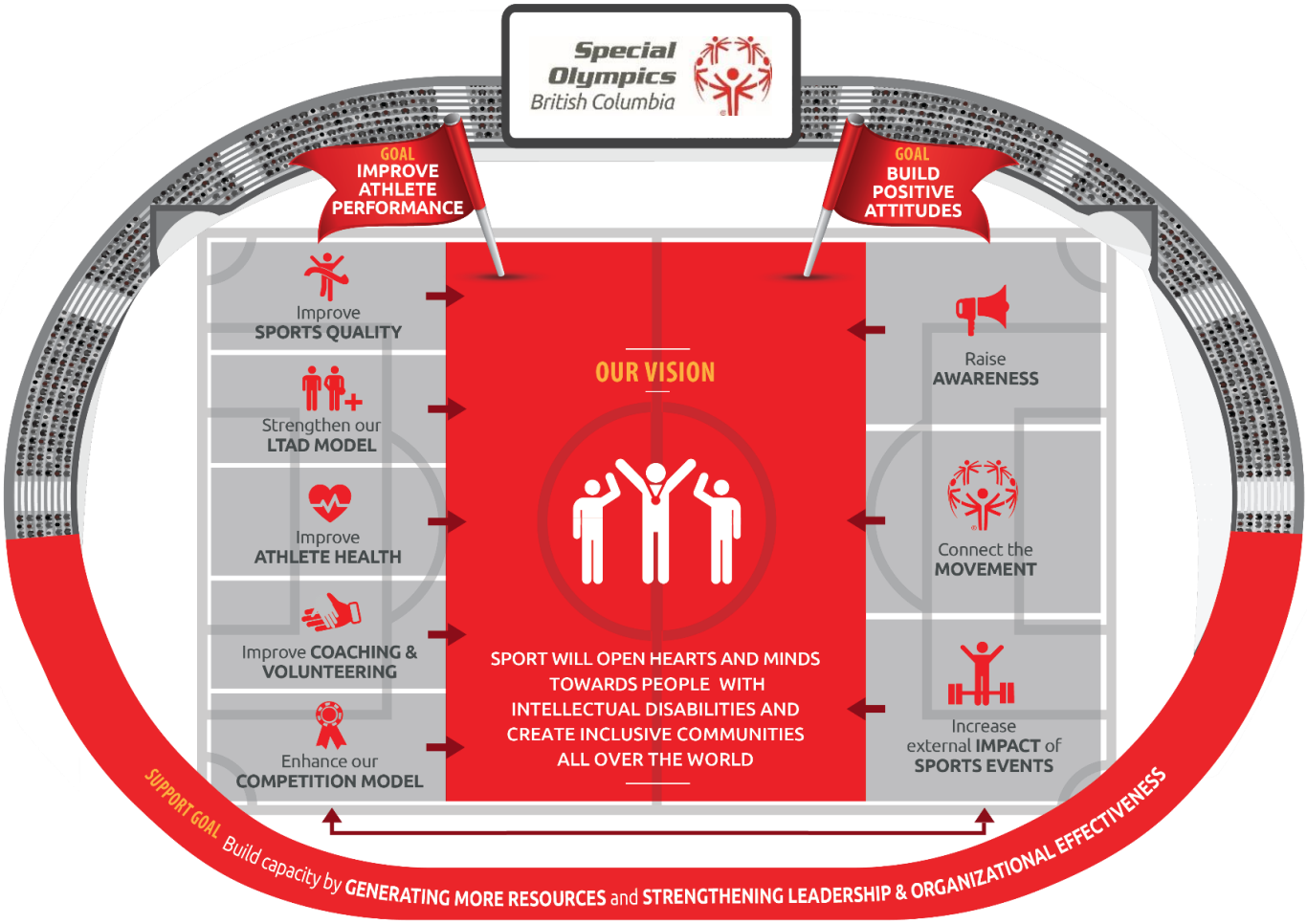
H. Maximize external impact of Games and competitions to showcase athletes' abilities.

To <u>Build Capacity</u>, Special Olympics BC will:

I. Generate more resources.

J. Strengthen leadership and organizational effectiveness.

2017-2021 Strategic Plan Overview



COVID-19 Return to Sport Plan

A. Return to operation in a safe and appropriate manner

The challenge	COVID-19 has significantly impacted the operations of Special Olympics globally. In British Columbia, all face to face programs, meetings, and fundraising events have been transitioned to online activities since March, 2020. Our challenge now is to return to sport in a safe, responsible way while meeting all regulations and orders, and the expectations of our stakeholders.
What we will do and why	A Return to Sport Plan has been developed. Once approved by the Board of Directors of Special Olympics BC, we will work to implement this plan. The implementation of this plan will require constant monitoring and evaluation, and it is expected that the plan will need to change and be updated as new information becomes available, or as our environment changes. The safe implementation of our return to sport, return to meetings, return to fundraising, and return to office will be our top priority this year, and all other goals and activities will be driven by our efforts here, with input, guidance, and direction from the Provincial Health Officer, viaSport, Special Olympics Canada, our stakeholders, and the Board of Directors of Special Olympics BC. In many ways, how we return to sport, to meetings, to fundraising, and to office will be determined by others. For example, which facilities are open, and what their regulations for use are, will determine how we can access those facilities to run programs. The comfort level of athletes, volunteers, and caregivers will determine who returns to sport. The ability of our sponsors to support us will determine, at least in part, how successful we are at raising funds. The requirements to run safe programs will impact how many programs we can run, and how many athletes can join those programs.
How we will do it and goals for 2020-2021	• The Return to Sport Plan includes Return to Meetings and Return to Fundraising. This plan will provide the framework for our return to sport and will be monitored and adjusted to new information and realities as needed. • Our goal is to implement the plan and return to activities in a safe and responsible manner knowing that our programs, activities, and way of working will be introduced slowly, carefully, and differently than in the past. • Our focus will be less on growth, and more on what is possible and appropriate at this time. • All goals and activities in the remainder of this document will be determined by many factors, and while we will make every effort to achieve them, we must be ready and prepared to reallocate resources and focus as needed and warranted.

B. Improve the quality of sport programming

The challenge	Special Olympics BC has grown dramatically over the past few years. While this has brought many new athletes and volunteers to our programs, it further highlights the importance and need to sustain quality and consistency in program delivery across the organization. Special Olympics BC will aim to balance our growth goals with a heightened focus on delivering a world-class experience for all involved.
What we will do and why	We will place renewed emphasis on improving the quality and consistency of community sport programs and performance training programs so that we provide an optimal sport experience where athletes can learn, grow, be challenged, and achieve personal-best results. We will deliver a quality athlete experience that attracts new athletes to our programs, improves fitness levels and sport skills, and retains those athletes currently involved. We will define the attributes of a quality sport program and create standards that set a pathway for delivering a quality sport experience. The standards will provide programs with a way to identify where athletes are today, while providing an aspirational progression for athletes to improve their sport skills and performance. Our aim is to be a leader in the quality of our sport programs, setting standards and assisting with program monitoring and evaluation to assist Locals in delivering programs that ultimately improve the sport experience, fitness levels, and competitive achievements of our athletes. Special Olympics BC recognizes that the diversity of our athletes and coaches strengthens the quality of our programs.
How we will do it	• Review and revise the quality standards for Local programs and performance training program delivery. • Implement functional testing in Locals as a way of monitoring and evaluating the success of sport programs. • Create a communications plan to educate and inspire Locals to strive for excellence and use the standards as a way to achieve this result. • Continue to deliver Performance Camps in each of the 18 sports. • Implement Regional Performance Camps in some of the eight sport Regions.
Roles	**Local:** Use standards to assist in improving quality program delivery. **Chapter:** In cooperation with National Office, develop standards; support functional testing; recognize progress. **National Office:** In cooperation with Chapters, develop standards; provide guidance; promote best-practice sharing and consistent implementation of standards across the country.

Improving Athlete Performance

Targets	• 90 per cent of Locals host functional testing in their community twice each year. • SOBC staff/representatives visit 150 sport programs to assess the quality and provide feedback to elevate those sport programs. • 100 per cent of Team BC go through functional testing in fall and spring. • Continue development and expansion of Performance Program. • 50 per cent of athletes in performance training programs have a yearly sport improvement goal.
2020-2021 Goals	• Develop education and awareness package for functional testing. • 50 per cent of Locals host functional testing in their community in the spring, if permitted. • Host five Coach Development Workshops for each sport. • Ensure 10 per cent of athletes in performance training programs have a yearly sports improvement goal. • SOBC staff/representatives visit 50 sport programs to assess the quality and provide feedback to elevate those sport programs.

C. Strengthen implementation of our Long Term Athlete Development model, with a focus on athlete growth

The challenge	Launched in 2007, the Special Olympics Canada Long Term Athlete Development (LTAD) model requires a review. In order to continue to grow and retain our athlete population while remaining a leader in athlete development, we need to ensure athletes and coaches have a pathway to meaningful participation and competition that is current, incorporates the many sports we offer, and reflects the organization as it is today. We also need to educate coaches and community program leaders of the important role they play in implementing and stewarding athletes along the LTAD pathway.
What we will do and why	We will work with Special Olympics Canada to conduct an assessment of the LTAD model to ensure athletes have a current pathway to meaningful involvement and competition. We will take into account the many sports offered and the current age distribution of our athlete population to ensure we are providing the right events / sports at the right age and stage of development. Through Active Start and FUNdamentals, the first two stages of the LTAD model, we will continue to grow and enhance young athlete programs in community and school settings. We will establish programs aimed at retaining young-adult-aged athletes, who upon graduation need to transition from school programs to community programs. We will develop a Masters strategy that is age appropriate, promotes being active for life, and retains our older athletes.
How we will do it	• Review and revise, where necessary, the LTAD model to ensure new program development aligns with the stages of LTAD, with consideration given to diversity. • Develop communications collateral and a plan to educate stakeholders (athletes, families/caregivers, coaches, etc.) about the importance and relevance of the LTAD model in supporting athlete development. • Create a plan and the necessary resources to support specific Masters-age programming and athlete retention. • Compile a toolkit for Active Start and FUNdamentals for young athlete recruitment in both community and school program settings. • Grow programs in schools and share best practices. • Develop and build on programs that will transition young-adult athletes from school to community programs. • Implement Cultural Inclusion (CI) project to recruit and train athletes, coaches, and leaders from diverse cultures. • Use best practices from the CI project in communities around B.C.

Improving Athlete Performance

Roles	**Local:** Embrace implementation of LTAD; expand young athlete programs; support development of Masters programs **Chapter:** Revise national LTAD model for provincial implementation; educate stakeholders about LTAD; expand young athlete programs; develop Masters programs **National Office:** Revise LTAD model; develop resources for LTAD education in Chapters; support young athlete growth; create Masters plan and resources

Targets	• Annual athlete growth of five per cent.
	  • 2017-2018 (4,850)
	  • 2018-2019 (5,200)
	  • 2019-2020 (5,350)
	  • 2020-2021 (5000)
	• Complete updated LTAD model.
	• 300 per cent growth of schools engaged with Special Olympics BC.
	• Increase number of Locals from 55 to 60.
	• Explore offering a Masters-specific program.
	• Use best practices from the CI project in four additional communities by 2020.

2020-2021 goals	• Grow number of schools engaged with Special Olympics BC from 14 to 21. • Refine strategy for competition for under-served athletes and pilot. • Work to re-establish two Locals that aren't currently operating.

D. Grow our health programs

The challenge	Athletes need to be healthy to perform at their best. We need to provide opportunities that increase and improve athletes' access to Special Olympics health information and programs and to local health-care provider follow-up care after Healthy Athletes exams.
What we will do and why	In order to ensure athletes can perform at their best, we need to provide resources and opportunities for them to access the best medical and health care available. We will increase access to Healthy Athletes screenings offered across all Regions and explore ways to improve how we measure the general health and fitness of athletes so we can better build a case for support for health programs. We will develop new partnerships with health-care providers and licensing bodies to create greater awareness about Special Olympics. We need to better educate health-care providers about working with athletes with intellectual disabilities and equip them to better educate athletes and families/caregivers about the benefits of an active healthy lifestyle. Through the use of a Healthy Living module within the Athlete Leadership program, we will educate and empower athletes to embrace a healthy lifestyle and be health ambassadors amongst their peers.
How we will do it	• Engage the health-care community through professional schools (universities and colleges) and licensing bodies to educate them about Special Olympics, recruit and train Healthy Athletes clinicians, and provide tools for peer-to-peer recruitment. • Grow Healthy Athletes and Healthy Communities programs. • Develop a strategy to improve follow-up care after Healthy Athletes screenings. • Engage our athletes in health training as part of the Athlete Leadership program. • Improve how we measure and collect health data related to our athletes so we can better communicate the health challenges of our athletes and build a case for support from the health-care community and for funding.
Roles	**Local:** Seek local health partners; help host Healthy Athletes screenings; educate athletes and families/caregivers; identify advocates **Chapter:** Seek provincial/territorial health partners and funding; host Healthy Athletes screenings; measure and track health data; educate government **National Office:** Develop education materials for health-care community and athletes; seek national health partners and funding; educate government

Improving Athlete Performance

Targets	• Provide five Healthy Athletes screening events and meet conditions of Healthy Communities grant each year. • Reach 300 athletes at the above screenings. • Expand health training through Athlete Leadership program. • Develop a nutrition program (four to 10 modules, including Sobeys work) that Community Development staff can facilitate. • Deliver the nutrition program to 40 per cent of Locals by 2020. • Expand the Fit Families & Friends program to 40 per cent of Locals by 2020. • Ensure 90 per cent of Locals have active Club Fit programs by 2020; new equipment and more flexibility with day/time Club Fit is offered in larger Locals. • Complete online training for oral health practitioners; track number of practitioners taking the course.
2020-2021 goals	• Determine how to host Healthy Athletes Screening disciplines, and host where possible. • Engage Government, professional medical bodies and practitioners, and organizations assisting individuals with intellectual disabilities on ways to improve the delivery of health care to individuals with intellectual disabilities. • Host four Health Heroes Leadership sessions reaching athletes from all Regions. • Deliver nutrition program to reach at least 300 athletes in 40 Locals. • Expand the Fit Families and Friends program to 35 communities. • Expand Club Fit programs from 45 to 50. • Host at least three Club Fit Coach Workshops. • Recruit and train at least one new practitioner for each HAS discipline.

E. Improve coach and volunteer capacity and quality

The challenge	Volunteers, inclusive of coaches and operational volunteers, are essential to the delivery of Special Olympics programs at all levels of the organization. At present, there is not a consistent provincial onboarding, training, and evaluation process for volunteers. For an optimal athlete experience and the efficient and effective delivery of our programs, we want to ensure that coaches and operational volunteers have a positive experience when they join Special Olympics, and we want to equip them with the right tools and training so they can be successful in their roles.
What we will do and why	When any volunteer joins Special Olympics, we will offer a consistent and positive onboarding experience that includes training. This will provide an introduction to Special Olympics and an opportunity to review and place the volunteer in the right role – coach or operational volunteer. We will review the national coaching strategy being developed and build on that for SOBC. Emphasis will be on the implementation of the updated NCCP – SOC course, professional development opportunities through our Performance Program and Regional workshops, and Provincial Sport Organizations. Coaching standards will be reviewed on an ongoing bases to ensure that we are providing our athletes with quality sport training. We will recognize the contributions and dedication of our coaches and operational volunteers.
How we will do it	• Continue to recruit new volunteers (coaches and operational volunteers) to maintain an acceptable athlete/coach ratio as per our policy and to support program operations. • Implement volunteer onboarding and training processes to support delivery of optimal athlete experiences and quality programs. • Review and revise our coaching strategy on an ongoing basis to ensure quality coach education and standards, and contribute to recognition and retention of coaches. • Implement Regional Performance Camps to allow more coaches to participate. • Search for training being hosted in each Region by PSOs. • Define and determine how to measure coach quality, and develop a coach evaluation program.

Improving Athlete Performance

Roles	**Local:** Follow onboarding process; implement minimum coaching standards; promote coach education **Chapter:** Educate and assist Locals in implementing onboarding process and minimum coaching standards are adhered to; provide increased opportunities for coaching certification at the Local level **National Office:** In cooperation with the Chapters develop a national coaching strategy; develop resources to support recruitment, training and education; track data; work with the Coaching Association of Canada and other National Sport Organizations to develop the most current, effective, and up-to-date resources

Targets	• Annual volunteer growth of five per cent.
	  • 2017-2018 (4,100)
	  • 2018-2019 (4,300)
	  • 2019-2020 (4,500)
	• 100 per cent of volunteers (coaches and operational volunteers) complete the onboarding orientation by 2020.
	• Host 10 NCCP – SOC Intro to Competition workshops per year, at which 200 coaches will be trained annually.
	• Ongoing review of policy for minimum standards for coaches at Provincial Games.
	• Increase the number of coaches and operational volunteers attending Regional Conferences by 20 per cent per year.
	• Ensure that all new Local Coordinators, Volunteer Coordinators, Treasurers, and Secretaries go through the SOBC training session and receive the manual for their job.
	• Develop and implement training sessions for incoming Program Coordinators, Fundraisers, and Public Relations/Social Media Coordinators by 2020.

2020-2021 goals	• Develop and pilot SOBC volunteer onboarding package. • At least 300 coaches and operational volunteers receiving professional development. • Create a model to introduce coaches to SOBC sport resources and connect them to a wider coach network. • Host 5 NCCP courses for 100 coaches. • Host Treasurers training session to educate on financial reporting and allow for more transparency at the local level on monthly reporting. • Develop module on our initiatives, why we do them, and how they fit together. • Complete transition of management of registration process to the Local level and explore the implementation of self-registration for athlete and volunteers.

F. Enhance the quality of our competition model

The challenge	Improving the sport experience for athletes includes ensuring a quality competitive experience. Competition that is appropriate for an athlete's age and stage is as important as delivering well-organized and well-executed Games. To ensure consistent competition models across the organization, we need to define what quality Games look like and set guidelines and standards for Games delivery.
What we will do and why	We will conduct a competition review to examine if our competitions provide age and developmentally appropriate competition for the age and stage of our current athlete population. To ensure we are providing athletes and coaches with a quality Games experience, we will develop guidelines for various levels of competition (Local, Regional, provincial) and use our Games Standards to assess and improve the quality of Games and competitions and ensure a consistent delivery approach across the province. To increase competition opportunities for those interested athletes, we will engage with Provincial Sport Organizations for involvement in generic competitions.
How we will do it	• Conduct a comprehensive competition review. • Review competition guidelines for quality Games and use our Competition Standards to conduct external reviews of our Games. • Educate coaches and families/caregivers about competition policies and procedures. • Leverage relationships with Provincial Sport Organizations for involvement in their competitive structure. • Ensure the current Games Management System (GMS) is utilized at competitions throughout the province. • Train more volunteers to run GMS in Locals.
Roles	**Local:** Educate coaches and families/caregivers on divisioning and selection **Chapter:** Conduct competition review; establish guidelines and use Games Standards; leverage Provincial Sport Organization competitions **National Office:** Conduct competition review; establish guidelines and use Games Standards; leverage National Sport Organization competitions; explore technology

Improving Athlete Performance

Targets	• 80 per cent of competitions using SOBC Competition Standards. • Nine generic competitions with SO athletes competing at provincial level over the next three years. • 50 per cent of Locals using GMS for their competitions. • Host the 2019 SOBC Winter Games. • Establish a host community for the 2021 SOBC Summer Games. • Conduct a comprehensive competition review.
2020-2021 goals	• Develop and promote competition sanctioning packages that support alternate forms of competition including, but not limited to, “developmental competition”, and “competition training events”. • All applicable competitions to utilize GMS. • Review sport competition calendar to establish gaps in delivery and develop competition plan. • Develop a competition pathway leading up to and inclusive of provincial level competition.

G. Improve external awareness through PR, celebrity, government, and sponsor engagement

The challenge	Many people with intellectual disabilities still routinely face stigma and exclusion, so we need all parts of the movement – from local to global – to be more creative and more daring in how we use key influencers and the power of sport to challenge, transform, and tell our story to create social change.
What we will do and why	Special Olympics BC is the organization that does critical work to enrich the lives of individuals with intellectual disabilities through sport. Through the transformative power of sport, athletes' lives are changed, as are the lives of their families/caregivers and the people who live in their communities. Sport is the vehicle to achieve social change. We will work with media, social media, governments, and Provincial Sport Organizations to promote our mission and drive social change. We will leverage our ambassadors (including athletes, celebrity supporters, sponsors, elected officials, families/caregivers, and community members directly impacted by their involvement in the movement) to tell our story. We will utilize Special Olympics Canada's Social Return on Investment (SROI) research to demonstrate the impact of our programs. Utilizing these assets will help us reach far wider audiences with relevant messages, story-focused content, personal experiences, and campaigns that are relevant and tailored for the respective markets.
How we will do it	• **Traditional and social media:** We will give a voice to our movement. We will work with media partners, athletes, families/caregivers, celebrities, and youth to improve how we make year-round use of social media and digital marketing to tell the powerful stories that exist. • **Celebrity support:** We will continue to build a pool of celebrities to be SOBC ambassadors. We will be more deliberate in creating opportunities for them to steward, educate, and engage their wide audiences about Special Olympics. We will ask them to use their social media networks to amplify our messages and we will have them interact personally with our athletes to demonstrate real connections and reduce stigma. • **Government relations:** We will continue to engage government (at all levels) to support us in achieving our strategic goals. Our first step will be to engage these influencers through personal interactions with our athletes, including at the local program level. These unique occasions, supported by data to show our impact, will allow members of government to witness our athletes' courage and accomplishments and to better appreciate their contributions and needs. • **PR planning:** We will drive increased awareness, coverage, and media presence across the province by delivering consistent, powerful PR campaigns, working with national and international Special Olympics campaigns. We will leverage our events and partnerships to drive awareness. We will develop communications collateral for partners that will impress upon them the impact of their support, and further empower them to tell the story of our athletes and movement.

Building Positive Attitudes

Roles	**Local:** Publicize activities using provincial and national marketing tools where applicable; identify and use local celebrities and government for support **Chapter:** Expand media, celebrity, government support; develop provincial marketing collateral and collaborate on national campaigns **National Office:** Develop marketing collateral / campaigns; attract new celebrities; influence governments
Targets	• Increase our reach through social media and website – targets in annual plan. • Annual increase in the total number of engagements by celebrity supporters. • Create government relations strategy for provincial, municipal levels; work with Special Olympics Canada to maintain momentum with federal government. • Create and implement a targeted advertising strategy to build participation with and awareness of SOBC, with a concentration on marketing partnerships and sponsored opportunities. • Broad dissemination and use of SOBC sponsor toolkit. • Use SOBC's key events and initiatives as well as Special Olympics national and international awareness campaigns as key points in the year to connect with new fans and energize existing supporters to spread the word. • Provide data to Special Olympics Canada to support creation of a strategy to measure public attitudes and awareness for our brand and programs.
2020-2021 goals	• Develop and execute a website growth strategy. • Increase Facebook, Twitter and Instagram audiences by 5%. • Implement strategy for LinkedIn use. • Engage new celebrities and provide consistent, high-quality activation tools. • Expand government relations communications strategy for provincial and municipal levels. • Leverage key events and strategic initiatives to connect with new fans and energize existing supporters to spread the word. • Expand the number of sponsors using marketing tools. • Research and build a year-round marketing plan to support recruitment and cultural engagement.

H. Connect the movement so we harness our power and speak with a collective voice

The challenge	There are thousands of people – athletes, families/caregivers, volunteers, sponsors, youth – involved in Special Olympics, but no easy way to connect and activate them as a whole. We need to find better ways to use technology to allow everyone to work, connect, and communicate efficiently. We need to give our athletes and families/caregivers more of a voice. We also need to retain those within the movement and keep in contact with people who are engaged and support us regularly (e.g. people who post support online, attend events, sign a pledge).
What we will do and why	We will use established technology (e.g. websites, Membership and Registration Management System [MRMS]) and anticipated tools (e.g. Donor and Donation Management System [DDMS]) to enhance engagement with members and supporters (athletes, families/caregivers, volunteers, youth, donors, and fans) who are already part of the movement. We will strengthen B.C. storytelling assets and tools by continuing to share collateral through a centralized hub on our website, to powerfully communicate the Special Olympics movement's nature and impact. Using technology, we will find better ways to share ideas and best practices, align on messages, and activate our members and supporters to share their stories and communicate with "one voice," transforming the understanding of Special Olympics in communities across B.C. Ultimately, this will make it much easier for us to be seen and heard by society, and to make breakthroughs to drive social change and be an even more influential movement for individuals with intellectual disabilities.
How we will do it	• **Use existing and developing technology** to enable our members, at all levels, to speak with one voice and drive social transformation through telling their powerful stories. • **Continue to improve our centralized resource hub** for SOBC staff, volunteers, and athletes to access key messaging, branded marketing materials, storytelling assets, and best practices that will help all stakeholders speak with one voice. Storytelling empowers our members to powerfully share our authentic experiences and impact, to celebrate achievements, and to engage new audiences from outside of the movement. • **Speak with a unified voice** while leveraging profile of awareness campaigns such as 50th anniversary celebrations, reflective of our mission, vision, values, and key messages to profile our movement and answer the question 'What do we do?'. • **Use the DDMS and social media to track fans** who sporadically engage with and support us, so we can deepen their connection with our movement. • Look to athletes, volunteers, families/caregivers to help us **tell powerful stories** that reflect their journeys and experiences in Special Olympics.

Building Positive Attitudes

Roles	**Local:** Use systems and key messaging tools, help collect member/supporter data, attract new members; share our key messages and authentic stories **Chapter:** Collaborate with the national office to implement new systems; produce provincial tools and/or tailor national tools for easy use by B.C. audience; collect data, share our key messages and stories **National Office:** Develop/roll out new tools; provide technology to support sharing of our key messages and stories
Targets	• Throughout provincial marketing materials, incorporate SOBC/SOC key messaging, vision, mission, and values, and international Special Olympics branding. • Enrich centralized communications resource hub on SOBC website that is accessible to all stakeholders (including athletes and families/caregivers). • Build and launch website using SOC platform. • Always seek to have athletes at the forefront of SOBC marketing and storytelling, and continue building opportunities for their voices to take centre stage. • Launch use of the DDMS and implement tactics for communications for outreach and donor relations.
2020-2021 goals	• Provide Locals with the marketing tools required to meet their needs and move our organization forward. • Involve trained Athlete Leaders in our marketing content on a monthly basis. • Execute a review of SOBC newsletters (email and annual) and develop appropriate metrics. • Research and develop plan to use Donor and Donation Management System (DDMS) and social media to track fans who sporadically engage with and support us, so we can deepen their connection with out movement.

Build Positive Attitudes

I. Maximize external impact of Games and competitions to showcase athletes' abilities

The challenge	Special Olympics Games and competitions at all levels often struggle to achieve significant external impact and awareness. In B.C. we experience inconsistent public awareness and understanding of the athletes' journeys to Games through year-round local training and qualifier competitions.
What we will do and why	Games and competitions draw the spotlight to our movement, and we need to make sure to use them to convey impactful stories and have spectators leave with a better understanding of our movement. Games and competitions are a rich source of marketing content and opportunities, and need to be maximized. Since Games and competitions are the true showcase of our athletes' abilities, we need to better promote Games and competitions externally and use them to change people's attitudes through greater media coverage and increased spectator attendance. We will enhance opportunities for intake of the live experience as well as capture content for future awareness tools.
How we will do it	• Create opportunities for spectators beyond simply awareness. We will promote Games and competitions, providing potential spectators and media with all the information they need to attend and engage. • Increase media coverage (from local through to national events). • Highlight the stories within our Games and competitions with a focus on the journey of athletes and coaches from the grassroots level. • Embrace the spotlight that Games and competitions provide and refine messaging and tactics around Games and competitions. • Integrate shared messaging tactics and templates at each competition level. • Strengthen use of online coverage to connect fans and supporters.
Roles	**Local:** Use provincial tools to brand and promote local competitions; report spectator counts at local competitions **Chapter:** Market SO Games and support Locals to promote their participating athletes; provide toolkit for Locals to brand and promote local competitions; track spectators **National Office:** Create and implement marketing initiatives and spectator hosting guidelines **All:** Collect and share content; media relations; seize opportunities to post brand; participate in complementary marketing efforts

Build Positive Attitudes

Targets	• At least four live and/or online viewers for every athlete at SOBC Games. • Games and competition marketing resources available to all Locals and Games Organizing Committees (GOCs) for local and provincial competitions. • Share data with SOC to measure increase in positive attitudes following SOBC Games.
2020-2021 Goals	• Expand toolkit for Locals to brand and promote programs and events, increasing awareness in local community. • Support the awareness and reach of SOBC virtual competitions.

J. Generate more resources

The challenge	At all levels of the Special Olympics movement in British Columbia, we do not have sufficient resources to make the maximum impact. To support our growth strategies we need to greatly expand our ability to increase resources.
What we will do and why	We will work collaboratively to reflect and celebrate past successes, identify challenges, and share best practices. We will align on how to measure and track our progress to demonstrate impact and the case for support and to improve planning and reporting. We will strive to further diversify revenue sources for greater stability and sustainability. We will focus on sustaining existing and building new high-value private and public partnerships. We will identify and implement new approaches to address resource needs at all levels.
How we will do it	• **Collaborative fundraising**: We will enhance joint-fundraising efforts with partners (Law Enforcement Torch Run, *motion*ball, etc.), national and provincial sponsors, and Games. We will develop and utilize tools and training to improve fundraising capacity, innovation, accountability, and measurement. We will partner with third parties to identify, cultivate, and grow priority opportunities. • **Individual giving:** We will use emerging and enabling technology, such as a Donor and Donation Management System (DDMS) and online fundraising tools, to maximize opportunities to grow revenue and to steward and retain donors. • **Corporate partnerships:** We will continue to steward and maximize opportunities with existing corporate partners while cultivating new prospects. We will focus on partners that share our values. • **Strategic alliances:** We will identify new alliances that will help to drive the movement forward by reaching a broader and more diverse audience, finding new and innovative ways to increase awareness and resources. We will focus on entities that share a passion for Special Olympics (such as sport leagues and teams, celebrities, media partners, school boards, parks & rec departments) to amplify an impactful and consistent message and increase resources. • **Government relations:** We will continue our work to enhance our relations with all levels of government (federal, provincial/territorial, municipal). We will steward government by recognizing their contributions and demonstrating the impact of their support. We will continue our lobbying efforts, including Hill Day, and the ongoing stewardship of government officials at all levels of government, to share our message and identify and cultivate more champions.

Capacity Building

Roles	**Local:** Local fundraising; assist with activation, recognition and delivery of benefits for partners at all levels as appropriate; respect partner rights as applicable **Chapter:** Cultivate provincial and community partnership opportunities; advance LETR engagement in Locals; activate, recognize, and deliver benefits for partners, as appropriate; respect partner exclusivity and rights as applicable **National Office:** Cultivate national opportunities; identify commonalities and develop strategies and new tools to grow fundraising and measure impact

Targets	• Five per cent annual increase in cash fundraising.
	  • 2017-2018 ($3.3m)
	  • 2018-2019 ($3.47m)
	  • 2019-2020 ($3.65m)

2021-2021 goals	• Establish motionball event/fundraiser with motionballU groups that had their events cancelled in 2020. • Develop policy and procedure for inputting all donations and gifts in kind into the CRM. • Update and maintain donor information in the CRM. • Develop plans for connecting major donors to athletes/Locals/programs. • Manage national campaigns and develop plan for stronger sponsor / Local engagement. • Introduce two new Polar Plunge locations and increase revenue from existing Polar Plunges by 5%. • Develop five new LETR events in new communities that did not host an event in 2019/20. • Provide fundraising support for Locals. • Research feasibility of hosting SCF virtually and implement if appropriate. • Develop and launch on-line fundraising campaign.

K. Strengthen leadership and organizational effectiveness

The challenge	We need to continue to elevate our practices. Our organization has grown significantly and the environment in which we operate has also changed. To meet heightened demands, we must commit to strengthen leadership and organizational effectiveness to achieve excellence at all levels.
What we will do and why	To ensure the long-term operational success of our organization, we will strengthen leadership by improving policies and practices to recruit and retain the right people for the right positions and provide strong training and talent development. To strengthen organizational effectiveness, we will undertake initiatives on a number of fronts. We will improve our diversity and greatly increase opportunities for athlete and youth leaders. As part of our overall risk-management strategy, we must remain committed to providing appropriate and safe environments for all our stakeholders. We will continue to optimize the use of technology. It is imperative that all of the work inherent in the above initiatives be guided by our shared vision, mission, and values. All of the above will set a foundation from which we can successfully deliver our shared strategies.
How we will do it	**Recruitment and talent development:** • Improve recruitment and succession practices to attract the right employees, board members, and volunteers to get the right people in the right roles while achieving diversity and representation. This also includes but is not limited to athlete and youth leaders as well as operational volunteers. • Ensure human resource policies and procedures for staff and volunteers are in place to support successful retention and development. Leverage shared resources, materials, and expertise. **Training and development:** • Provide leadership development workshops, to include a wider range of in-person and online training. • Explore and use appropriate opportunities to mentor emerging leaders. • Improve onboarding and training of new members of committees, including but not limited to the following: Law Enforcement Torch Run, Athlete Council, Local Committees, and Leadership Council. **Improve organizational standards and practices:** • Ensure risk-management practices are in place, operationalized, and continually improved at all levels. As part of this, have in place Chapter policies that are aligned, consistent, and monitored on a regular basis. • Leverage opportunities where shared capabilities can achieve economies of scale and/or improved practice (e.g. technological solutions like database, national insurance program,

	federal funding, funding key program positions, sharing best practices, emerging committees, taking advantage of SOI resources). • Ensure board governance policies and procedures are adopted and implemented at the Chapter level. **Improve organizational technology capacity:** • Prioritize information systems and technology in operational plans and budgets to ensure sufficient funds and staff resources are put in place for successful implementation of initiatives requiring technological solutions across all areas of the Strategic Plan. **Athlete Leadership:** • Development of a provincial Athlete Leadership pathway. • Host an Athlete Leadership Conference at least every two years. **Youth leadership:** • Complete an audit of current participation, analyze, and set a strategy for growth, including setting a target for per cent increase in youth engagement as well as other metrics as needed. • Host a Youth Activation stream at all Regional Conferences by 2019 to gather input on how to engage youth in SOBC. • Develop and implement a plan for the recruitment and retention of youth at all levels of the organization.
Roles	**Local:** Provide opportunities for athlete/youth leaders; ensure athlete/youth/volunteer leader input; use training/quality standards to improve; participate in data collection and tracking **Chapter:** Provide opportunities for athlete/youth leaders; ensure athlete/youth/volunteer leader input; share resources/capabilities including best practices; use training/quality standards to improve; participate in data collection, tracking, and reporting **National Office:** Ensure athlete/youth/volunteer leader input; use quality standards to improve; increase leadership training opportunities; share resources/capabilities including best practices; provide tools to Chapters; participate in data collection, tracking, and reporting.
Targets	**Recruitment, talent development and training:** • SOBC has the core human-resource infrastructure in place, including but not limited to employee retention, succession plans, and human-resource policies. **Improve organizational standards and practices:** • Align with national office on key pan-Canadian policies. • Actively managed risk register in place. • Work with SOC to develop a pan-Canadian organizational excellence strategy that includes standards, measurement and evaluation.

	• Use Program Quality Standards to measure organizational status on key operational areas. **Improve organizational technology capacity:** • To have a funded and sustainable technology plan to meet the needs of Special Olympics BC. **Athlete Leadership:** • Develop provincial Athlete Leadership pathway. • Host an Athlete Leadership Conference at least every two years. **Youth leadership:** • Complete an audit of current participation, analyze, and set a strategy for growth. • Host a Youth Activation stream at all Regional Conferences by 2019 to gather input on how to engage youth. • Develop and implement a plan for the recruitment and retention of youth at all levels.
2020-2021 goals	**Recruitment, talent development, and training:** • Review our staffing structure, policies, and training. • Review and revise SOBC Volunteer Recognition Program. **Improve organizational standards and practices:** • Work with Special Olympics Canada on pan-Canadian policies. • Review and revise risk management plan. **Improve organizational technology capacity:** • Prioritize information systems and technology to ensure efficiency and effectiveness. • Review technology infrastructure at SOBC and identity ways to use technology. **Youth leadership:** • Complete an audit of current participation, and analyze and set a strategy for growth, including setting a target for increase in youth engagement as well as other metrics. • Develop and run Canada Service Corps Youth Engagement Project. **Athlete leadership:** • Develop a provincial Athlete Leadership pathway. • Host a minimum of 8 anti-bullying workshops. • Host virtual Athlete Leadership Conference. • Develop at least one Athlete Leadership Council in every Region. • Develop online workshops for Athlete Speakers Bureau, Athlete Social Media workshops, and Athlete Input Councils.