



STRATEGIC PLAN

2014 – 2018

Updated - October 2014



SPORTMEDBC STRATEGIC PLAN

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INTRODUCTION

The Sport Medicine Council of British Columbia, doing business as SportMedBC, is a registered Society in British Columbia. The organization receives operational and program funding support from the Ministry of Community, Sport & Cultural Development through ViaSport, and has various management contracts with government and corporations for specific programs in its portfolio. Revenue is also derived from programming and consultation fees.

SportMedBC members must be medical, paramedical or sport science professionals and are eligible for membership because of their accreditation status and membership in one of the designated medical, paramedical or sport science professional associations listed below, or as recognized sport science professionals who meet the Practitioners qualification criteria for their area of expertise as published from time to time by SportMedBC. Criteria for membership was updated in September 2013:

1. *Canadian Academy of Sport & Exercise Medicine (CASEM)*
2. *College of Psychologists of BC (with an interest in sport medicine and sport science)*
3. *BC Association of Optometrists*
4. *Canadian Sport Psychology Association*
5. *BC Podiatric Medical Association (sport medicine interest group)*
6. *Pedorthist Association of Canada*
7. *Sport Physiotherapy Canada, BC Section (SPC)*
8. *Massage Therapists' Association of BC (Professional Practice Group - sport)*
9. *College of Chiropractic Sport Sciences (Canada) (CCSS)*
10. *Canadian Society for Exercise Physiology (CSEP)*
11. *BC Association of Kinesiologists*
12. *Canadian Athletic Therapists Association (CATA)*
13. *College of Dietitians of BC*
14. *National Strength and Conditioning Association*
15. *College of Traditional Chinese Medicine Practitioners and Acupuncturists of British Columbia (CTCMA)*
16. *Biomechanists who meet approved SportMedBC qualification criteria*
17. *Orthopaedic Surgeons who are not members of CASEM but who meet approved qualification criteria*

(NOTE: MEMBERSHIP CATEGORIES REVISED AT THE SEPTEMBER 26, 2015 ANNUAL GENERAL MEETING)

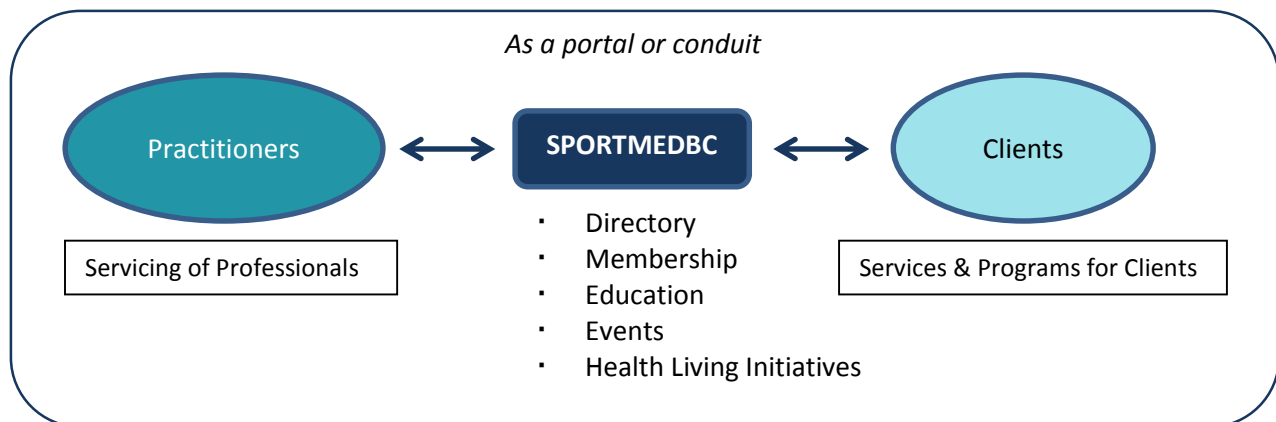
STRATEGIC ROADMAP:

The 2014-2018 Strategic Plan is the organization's road map for the growth and development of all aspects of SportMedBC for the next four years. The plan determines the strategic direction and speaks to opportunities available or to be created to build on the strengths of each business unit. The Vision and Mission Statement have been updated, and Value Statements developed. This Plan is a living document and will evolve as the organization progresses. The Plan's success will be affected by resource development, implementation success and external influencers that challenge or support the environment in which the organization works.

MEMBERS AND CLIENTS DISCUSSION

SportMedBC exists primarily as a service organization for three important groups, the first being members (professional practitioners), and the others representing clients - the provincial and local sport, recreation, physical activity systems, and the general public.

The Strategic Plan development focused first on ensuring that member programs and services support their current and future needs, and secondly in determining how programs and services can be best positioned to service clients.



PLAN FOUNDATION

Vision:

To be recognized as a trusted resource for Best Practices in
Sport Medicine, Exercise Science and Health Promotion

Values:

- To be a TRUSTED PARTNER
- To be COLLABORATIVE in sharing and supporting others
- To continuously improve as a KNOWLEDGEABLE organization
- To demonstrate INTEGRITY in working with members, clients and staff
- To keep CURRENT as a trusted resource source

Mission Statement:

*Support health and performance through sport and exercise with
Best People, Best Practices and Best Programs in Sport Medicine
and Exercise Science for British Columbians*

PLAN FRAMEWORK

The Strategic Plan Framework provides a visual map of the major Areas in which the organization does work, and the primary 4 year goals for each of those Areas. The Framework is held together by the long-term Vision for SportMedBC. Positive progress and successful achievement of each objective, tactic and activity will help to move SportMedBC closer to reaching the Vision.

The Components under each Area and Goal are the topics representing the different types of services and programs in which SportMedBC is or will be involved. The resources, profile and over-all well-being of the organization is captured within the Marketing & Communications and Business Operations Areas.

VISION: To be recognized as a trusted resource for Best Practices in Sport Medicine, Exercise Science and Health Promotion					
AREA OF EMPHASIS	SPORTMED SAFETY	SPORTMED RUNWALK	PRACTITIONERS	MARKETING & COMMUNICATIONS	BUSINESS OPERATIONS
AREA GOAL	50% IN INCREASE IN SPORT SAFETY UPTAKE OF SERVICES WITH AN INCREASE OF 50% OF COMMUNITIES REACHED.	EXPAND RUNWALK PROGRAMMING TO TARGET SPECIAL POPULATIONS	OPTIMIZE THE ROLE OF SPORTMEDBC IN THE RELATIONSHIP BETWEEN PRACTITIONERS AND CLIENTS	TO INCREASE AWARENESS AND RECOGNITION OF SPORTMEDBC	TO HAVE A FINANCIALLY STABLE AND SUSTAINABLE ORGANIZATION
COMPONENTS	1. Sport Safety Education 2. Event Services 3. Sport Performance	4. Sun Run InTraining 5. Aboriginal RunWalk 6. Other RunWalk Programs	7. Directory Network 8. Member Servicing	9. Promotion and Communication 10. Website 11. Sponsorship 12. Merchandising 13. Events / Conferences	14. Revenue Generation 15. Human Resource Management 16. Financial Management 17. Governance 18. Fortius 19. Plan Monitoring and Evaluation

STRATEGIC OBJECTIVES:

The tables below hold the Strategic Objectives for each Area of Emphasis, and every individual component. These Strategic Objectives lay out the critical direction and undertakings that will help SportMedBC move in incremental steps to reaching the 4 year Goals.

Area of Emphasis: SPORTMED SAFETY
Goal Statement: 50% in increase in Sport Safety uptake of services with an increase of 50% of communities reached.

Component	Strategic Objectives
1. SPORT SAFETY EDUCATION	<ul style="list-style-type: none"> ▪ Improve the BC sport and physical activity systems' understanding of injury prevention and sport safety best practices ▪ Expand the market for sport safety information by providing a wider variety of course and workshop products. ▪ Improve the provincial geographical coverage for Sport Safety courses and workshops (set yearly targets) ▪ Increase penetration of sport safety courses and workshops by providing sport-specific information ▪ Increase revenue raised through Sport Safety education initiatives to \$90,000 (an increase of \$30,000 over the next 4 years) ▪ Ensure course materials follow best practices and the most current and up to date for all sport injury prevention courses.
2. EVENT SERVICES	<ul style="list-style-type: none"> ▪ Increase awareness of SportMedBC Event Coverage Services as an option for service (set targets for various audiences – PSO, National, Provincial Championships, privately sponsored events in running, cycling etc) ▪ Increase the revenue raised through Event Services initiatives to \$77,000 (10% growth or \$5500 each year)
3. SPORT PERFORMANCE	<ul style="list-style-type: none"> ▪ Be the medical and sport safety service advisor for all BC Games ▪ Provide Medical Manager services to all Team BC sports for both lead-up and on-site requirements at Canada and Western Canada Games ▪ Establish and secure SportMedBC's role in the IPS and work with IPS Targeted Sports to establish appropriate medical and science monitoring for their athletes

Area of Emphasis: SPORTMED RUNWALK
Goal Statement: Expand RunWalk Programming to target special populations

Component	Strategic Objectives
4. SUN RUN INTRAINING	<ul style="list-style-type: none"> ▪ Increase the participation levels at InTraining clinics by 50% by 2018 ▪ Develop a model for older adults ▪ Develop and expand the Corporate InTraining program
5. ABORIGINAL RUNWALK	<ul style="list-style-type: none"> ▪ Identify and secure alternate sources of revenue for the ARW Program ▪ Increase Aboriginal representation among SportMedBC representatives (tactic: add an Aboriginal Board Member) ▪ Increase Aboriginal representation among SportMedBC representatives ▪ Package the ARW program to other provinces to secure royalty fees to fund other SportMedBC initiatives

Component	Strategic Objectives
6. OTHER RUNWALK PROGRAMS	<ul style="list-style-type: none"> ▪ Identify ways to leverage RunWalk programming to increase revenues ▪ Develop Health Intervention educational workshops to increase knowledge at the community level ▪ Develop the Health Beat program to as a stand-alone program ▪ Increase exposure of the SportMed RunWalk brand with SportMedBC specific sponsorship

Area of Emphasis: PRACTITIONERS
Goal Statement: Optimize the role of SportMedBC in the relationship between practitioners and clients

Component	Strategic Objectives
7. DIRECTORY NETWORK	<ul style="list-style-type: none"> ▪ Ensure that the Directory is kept as current and comprehensive as possible
	<ul style="list-style-type: none"> ▪ Connect SportMedBC programming with the practitioners Network (referral services)
	<ul style="list-style-type: none"> ▪ Ensure that improved management of the Directory is financially viable
	<ul style="list-style-type: none"> ▪ Ensure that all eligible Practitioners are members of the Network
	<ul style="list-style-type: none"> ▪ Review membership and Directory categories periodically to ensure that all pertinent professional groups are represented
	<ul style="list-style-type: none"> ▪ Develop a promotional campaign for Directory
8. MEMBER SERVICING	<ul style="list-style-type: none"> ▪ Identify what is the value of being a SportMedBC member (tactic: poll members, non-members, students)
	<ul style="list-style-type: none"> ▪ Investigate the possibilities and feasibility of a new Membership structure that offers different levels of membership, and a variety of opportunities for both eligible and non-eligible Practitioners
	<ul style="list-style-type: none"> ▪ Develop and promote a menu of tangible services and opportunities for members in addition to the Directory listing

Area of Emphasis: **MARKETING AND COMMUNICATIONS**

Goal Statement: To increase awareness and recognition of SportMedBC

Component	Strategic Objectives
9. PROMOTION AND COMMUNICATION	<ul style="list-style-type: none"> ▪ Build consistent corporate messaging and brand recognition for the visual, spoken and written representation of SportMedBC. Ensure messaging is specific to various SportMedBC audiences: public, practitioners and partners. ▪ Establish and nurture links with community and city media ▪ Develop and activate a cross-promotion program and partnerships with client organizations ▪ Make use of the membership to promote SportMedBC to their clients and customers ▪ Expand the readership and the relevance of the monthly Communique ▪ Use a variety of Social Media vehicles effectively to promote the brand and provide timely information to members and clients ▪ Develop a Multi-media advertising campaign to promote directory, programs and resources (books, event services). Through TV, Radio, Social Media and Print.
10. WEBSITE	<ul style="list-style-type: none"> ▪ Ensure the website clearly communicates information about programs, services, and directory effectively to a wide audience ▪ Re-evaluate information currently hosted on website to determine its effectiveness (recipes, product reviews, articles) ▪ Expand advertising opportunities through the website, including Clinic profile “ads” for members (in addition to Directory listings), and ads from appropriate products and services ▪ Ensure that the website is kept up to date and includes “new” news on a regular basis to draw readers back several times per month
11. SPONSORSHIP	<ul style="list-style-type: none"> ▪ Develop and activate a sponsorship program that provides opportunities for preferred corporate partners, and generates revenue through a principled and selective approach

12. MERCHANDISING	<ul style="list-style-type: none">▪ Ensure that the merchandizing program offers up to date, pertinent materials and is financially viable
13. EVENTS / CONFERENCES	<ul style="list-style-type: none">▪ Celebrate the organization and its membership each year with an event primarily for members
	<ul style="list-style-type: none">▪ Develop an event and conference program for the quadrennial that support existing partnerships, activates new partnerships, supports the Vision, Values and mission, serves both members and clients, and generates revenue

Area of Emphasis: BUSINESS OPERATIONS
Goal Statement: To have a financially stable and sustainable organization

Component	Strategic Objectives
14. REVENUE GENERATION	<ul style="list-style-type: none"> ▪ Establish consistent and regular sources of revenue for SportMedBC from diversified sources ▪ In support of SportMedBC's goals and Vision, pursue non-traditional sources of revenue ▪ Investigate the feasibility of new Fundraising opportunities to help support the organization
15. HUMAN RESOURCE MANAGEMENT	<ul style="list-style-type: none"> ▪ Ensure that Employee Policies approved June 2013 are followed ▪ Ensure that staff are appropriately evaluated and provided with information on strengths and documentation on areas of improvement ▪ Ensure that all staff are provided with information required for them to be successful in their job and for the organization
16. FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> ▪ Implement all Financial Policies approved in June 2013 ▪ Ensure that all reporting requirements are met and information is provided in a professional and timely fashion ▪ Develop an understanding of annual programming and service costs ▪ Ensure that the Board of Directors has adequate background information and financial information to discuss the quarterly statements
17. GOVERNANCE	<ul style="list-style-type: none"> ▪ Establish a Director succession and development program ▪ Ensure that all SportMedBC Policies and Procedures are well communicated and followed ▪ Ensure that the membership is kept up to date by the board about key decisions and the operational position of the organization

Area of Emphasis: BUSINESS OPERATIONS
Goal Statement: To have a financially stable and sustainable organization

Component	Strategic Objectives
18. FORTIUS	<ul style="list-style-type: none"> ▪ Provide clarity for SportMedBC's goals in relation to the Fortius Partnership and establish the parameters of the Fortius Programming Agreement as soon as possible ▪ Evaluate the current work space in light of SportMedBC's current and anticipated future organizational needs
19. ADMINISTRATION	<ul style="list-style-type: none"> ▪ Ensure SportMedBC Administration operations are functioning effectively and efficiently to ensure organizational effectiveness
20. PLAN MONITORING AND EVALUATION	<ul style="list-style-type: none"> ▪ Ensure that the Strategic Plan objectives and performance indicators are able to effectively position SportMedBC to accomplish its Goals, and eventually achieve its Vision
	<ul style="list-style-type: none"> ▪ Design the Annual Report to align with information on the Goals and Objectives of the Strategic Plan