



Special Olympics British Columbia

Annual Plan 2022-23

Supporting Strategic Plan 2017-23

www.specialolympics.bc.ca

Special Olympics
British Columbia



Introduction

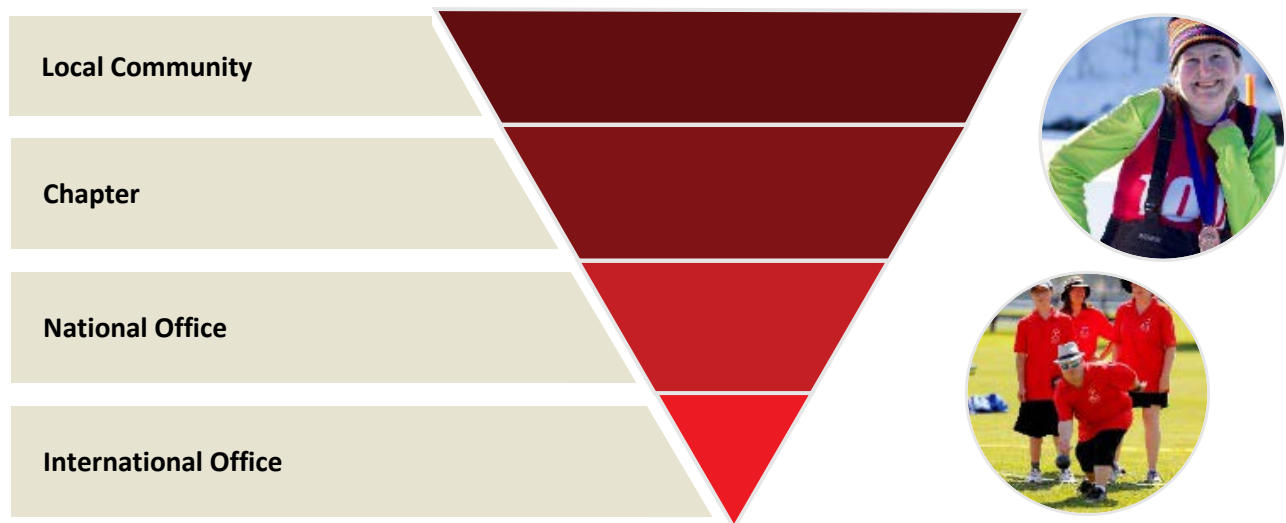


The Strategic and Annual Plan for Special Olympics British Columbia align with the vision of Special Olympics Canada and Special Olympics International. We aspire to reignite our programs and operations as we slowly come out of the COVID-19 pandemic, and we want to continue efforts to grow, introducing more British Columbians with intellectual disabilities to the transformative power of sport.

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 in the coming year:

- **At the local community level**, we ask everyone 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 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 across British Columbia.

Mission:

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

Values:

Inclusion:

We foster inclusive communities.

Diversity:

We honour what is unique in each individual.

Empowerment:

We create opportunities to pursue full potential.

Respect:

We operate in an environment of cooperation, collaboration, and dignity.

Excellence:

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.

Special Olympics BC must focus on 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.

Section 2 Goals & Strategies



To Improve Athlete Performance, Special Olympics BC will:

- A. Return to operation in a safe and appropriate manner.
- B. Improve the quality of sport programming.
- C. Strengthen implementation of our Long-Term Athlete Development model, with a focus on athlete growth.
- D. Grow our health programs.
- E. Improve coach and volunteer capacity and quality.
- F. Enhance the quality of our competition model.



To Build Positive Attitudes, Special Olympics BC will:

- G. Improve external awareness through PR, celebrity, government, and sponsor engagement.
- H. Connect the movement so we harness our power and speak with a collective voice.
- I. Maximize external impact of Games and competitions to showcase athletes' abilities.



To Build Capacity, Special Olympics BC will:

- J. Generate more resources.
- K. Strengthen leadership and organizational effectiveness.



Improving Athlete Performance



A. Return to operation in a safe and appropriate manner

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| The challenge and what we will do | COVID-19 has significantly impacted the operations of Special Olympics globally. As we return to sport, our challenge is to continue to provide safe sports environments and to expand our safe sport work into all areas of programming, not just COVID-related areas. |
| 2022-2023 goals | <ul style="list-style-type: none">• Continue to communicate our Communicable Disease Prevention Plan to stakeholders. We will take our direction from the Provincial Health Officer, viaSport, Special Olympics Canada, our stakeholders, and the Board of Directors of Special Olympics BC.• Develop and deliver “Practice of Two” training in Coach Development Workshops and coaches' meetings.• Develop education on concussion management policies and protocols for delivery to coaches, athletes, and volunteers.• Ensure sport programs have Emergency Action Plans (EAP), and athletes and coaches have practiced them.• Develop and implement an EAP for travel (bus, plane etc.). |



Improving Athlete Performance



B. Improve the quality of sport programming

The challenge and what we will do

Special Olympics BC had grown dramatically prior to the pandemic. Since the pandemic hit, our programs and involvement of athletes and volunteers has reduced significantly. While we recognize and understand the potential that is there, our challenge this year will be to rebuild many aspects of our organization.

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.

Special Olympics BC recognizes that the diversity of our athletes and coaches strengthens the quality of our programs.

2022-2023 goals

- Develop sport specific packages for functional testing.
- Review functional testing to ensure we have adaptations for tests if athletes need them.
- Ensure 50 per cent of all in-person and virtual Club Fit programs host functional testing.
- Host one in-person Coach Development Workshop and one virtual CDW for all winter sports.
- Host two virtual summer-sport Coach Development Webinars.
- Host five Coach Development Webinars on general topics.
- Support training coaches of Team Canada athletes to implement performance training goals leading up to World Summer Games.
- SOBC staff/representatives visit 60 sport programs to assess quality and provide feedback to elevate those sport programs. Educate and inspire Locals to strive for excellence using the SOBC program standards.
- Implement the SOBC Sport & Fitness Skill Badge Program for all sports.
- Review and develop a plan to increase participation in underdeveloped sports (per region).



Improving Athlete Performance



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

The challenge and what we will do

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.

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 master's strategy that is age appropriate, promotes being active for life, and retains our older athletes.

2022-2023 goals

- Many athletes stepped away during the pandemic. We must refocus our energies on building our athlete base.
 - 2022-23 target: increase from 2,481 to 3,000
- Increase our Active Start and FUNdamentals programs by 10 per cent (this will include school-based programs)
- Create a plan and the necessary resources to support under-represented athlete programming, competition, and athlete retention.
- Host one in-person Coaching Young Athletes course.
- Host four virtual Coaching Young Athlete courses.
- Train all SOBC Sport/Program staff in the delivery of the SOC Coaching Young Athletes course.
- Host a Leadership Summit to communicate new initiatives, educate new committee volunteers and reengage Local Committees.
- Re-establish at least two Locals that aren't currently operating.



Improving Athlete Performance



D. Grow our health programs

The challenge and what we will do

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 resources 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.

Using health advocacy and education training within the Athlete Leadership program, we will educate and empower athletes to embrace a healthy lifestyle and be health ambassadors amongst their peers.

2022-2023 goals

- Engage the health-care community through professional schools (universities and colleges) and licensing bodies to educate them about Special Olympics, recruit and train at least one new Healthy Athletes clinician for each discipline, and provide tools for peer-to-peer recruitment.
- Engage government, professional medical bodies and practitioners, and organizations assisting people with intellectual disabilities on ways to improve the delivery of health care to individuals with intellectual disabilities.
- Improve how we collect and measure health data related to athletes so we can better communicate the health challenges of athletes and build a case for support from the health-care community and for funding.
- Host Healthy Athletes screenings as both standalone events and as Games/competition-based events. Organize multiple events to offer each discipline in person at least once.
- Develop an overall wellness program and then host four virtual sessions covering these topics for athletes.
- Expand the Fit Families & Friends program to 40 communities.
- Develop and provide a monthly online calendar for any Locals or athletes wishing to use it.
- Expand in-person and virtual Club Fit programs from 20 to 25 communities.
- Host two virtual Club Fit Coach Development Webinars.



Improving Athlete Performance



E. Improve coach and volunteer capacity and quality

The challenge and what we will do

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.

When any volunteer joins Special Olympics, we will offer a consistent and positive onboarding experience that includes training. This will introduce Special Olympics and an opportunity to review and place the volunteer in the right role – coach or operational volunteer.

We will recognize the contributions and dedication of our coaches and operational volunteers.

2022-2023 goals

- Many volunteers stepped away during the pandemic. We must recruit new volunteers (coaches and operational volunteers) to maintain an acceptable athlete/coach ratio as per our policy and to support program operations.
 - 2022-2023 goal: increase from 1,563 to 1,875
- Continue to implement the volunteer onboarding process (complete the SOC volunteer onboarding orientation and receive role-specific training).
- Develop and implement mentor program for Local Committee (subcommittee) volunteers.
- Implement the professional development plan for operational volunteers. Host five virtual sessions.
- Host Regional Conferences for all Regions.
- Implement the coach mentorship model to help coaches access SOBC sport resources and connect them to a wider coach network.
- Develop a program evaluation program for implementation in 10 Locals with two sports each.
- Host 10 NCCP courses (both virtual and in person) for 200 coaches.
- Pilot the SOC self-registration process for athletes and volunteers in five Locals.
- Develop the roadmap to implement and roll out self-registration for volunteers in all Locals.



Improving Athlete Performance



F. Enhance the quality of our competition model

The challenge and what we will do

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.

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.

2022-2023 goals

- Host the 2023 Provincial Winter Games.
 - Use SOC competition standards to evaluate Games
 - Ensure there are trained volunteers for GMS
 - Work to develop officials for Games
- Recruit and develop officials for all SOBC sports.
- Leverage relationships with Provincial Sport Organizations for involvement in their competitive structure.
- Select Team BC athletes for the 2024 National Winter Games.
- Select Team Canada athletes for the 2023 World Summer Games.
- Secure a host community for the 2025 Provincial Summer Games.
- Review the SOBC competition model and ensure athletes have access to at least one competition (local, regional, invitational) for all sports.
- Create a plan and the necessary resources to support underrepresented athletes programming, competition, and retention.



Building Positive Attitudes



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

The challenge and what we will do

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.

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.

2022-23 goals

- Increase traffic and engagement on key website pages (Registration, Get Involved Athlete/Volunteer, Ways to Give, Resources, Communities).
- Increase social media engagement rates to expand reach.
- Strengthen year-round email marketing program.
- Strengthen celebrity, influencer, and media partner engagement with SOBC.
- Leverage key events and strategic initiatives to connect with new fans and energize existing supporters to spread the word.
- Implement year-round marketing tactics for recruitment and rebuilding the movement.



Building Positive Attitudes



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

The challenge and what we will do

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 will use established technology (e.g. websites, Membership and Registration Management System) and anticipated tools (e.g. Donor and Donation Management System) to enhance engagement with members and supporters (athletes, families/caregivers, volunteers, youth, donors, and fans) who are already part of the movement.

We need to give our athletes and families/caregivers more of a voice and strengthen B.C. storytelling assets and tools by continuing to share collateral through a centralized hub on our website, to powerfully communicate, through athlete stories, the Special Olympics movement's nature and impact.

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).

2022-23 goals

- Create and maintain an internal communications program to connect and empower provincial leadership and staff.
- Supply community members with high-quality, on-brand marketing and communications tools through SOBC website resource hub.
- Engage SOBC Athlete Leaders in advocacy and awareness opportunities.
- Expand the use of technology in Locals to improve communication and work efficiency.
- Analyze information from SOC database to provide insights for future planning and resource allocation.



Build Positive Attitudes



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

The challenge and what we will do

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.

In B.C. we experience inconsistent public awareness and understanding of the athletes' journeys to Games through year-round local training and qualifier competitions. 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.

2022-23 goals

- Support and promote the 2023 SOBC Winter Games. Evaluate using SOC Games Standards.
- Support marketing of grassroots competitions to generate recruitment and awareness.
- Promote the journey of SOBC members to the 2023 SO World Summer Games and 2024 SOC Winter Games.



J. Generate more resources

The challenge and what we will do

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.

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, foster strong relationships with donors and deliver outstanding results on our events.

2022-2023 goals

- Implement annual strategic fundraising plan.
- Implement a strategic fundraising program including corporate partnerships, grants, and donations for the 2023 Provincial Winter Games.
- Support and engage third-party events including motionball, motionballU, Law Enforcement Torch Run, and Polar Plunge. Source two new third-party revenue opportunities.
- Support Local fundraising efforts and provide them with enhanced materials and tools.
- Ensure processes for fundraising administration through the CRM and other platforms are effective.
- Build stronger relations with donors through a strategic donor stewardship program.
- Grow registration, sponsorships, and revenue of proprietary events (Sports Celebrities Festival, SOBC Classic, and Auction for Athletes).
- Increase individual, foundation, and corporate donations by five per cent.
- Continue to grow and strengthen relationships with all levels of governments.



K. Strengthen leadership and organizational effectiveness

The challenge and what we do

We need to continue to elevate our practices. Pre-pandemic, our organization grew significantly, but now, we will need to support all volunteer efforts to re-start all programs. That and the environment in which we operate has changed. To meet heightened demands, we must commit to strengthen leadership and organizational effectiveness to achieve excellence at all levels.

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.

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.

2022-2023 goals

Recruitment, talent development, and training:

- Review SOBC Volunteer Recognition Program.

Improve organizational standards and practices:

- Work with Special Olympics Canada on pan-Canadian policies.
- Review and revise risk management plan on a quarterly basis.

Improve organizational technology capacity:

- Review SOBC technology infrastructure and identify ways to use technology.
- Develop the IT Asset Management Plan to manage IT equipment Inventory and determine IT asset renew cycle.
- Develop the IT security policy and data privacy policy to govern the usage and procedure for accessing privacy data and IT resources.

Youth leadership:

- Develop strategy to increase youth engagement. The strategy should have a clear view of how and when youth input is required, new methods to recruit youth, and roles within the organization geared to youth (coaching, administration).

Athlete Leadership:

- Host a minimum of 10 anti-bullying workshops.
- Host an Athlete Leadership Academy.
- Develop at least one new Athlete Leadership Council in every Region.