



# Special Olympics British Columbia

**Annual Plan 2021-22**

Supporting Strategic Plan 2017-22

[www.specialolympics.bc.ca](http://www.specialolympics.bc.ca)

**Special Olympics**  
British Columbia



# Introduction

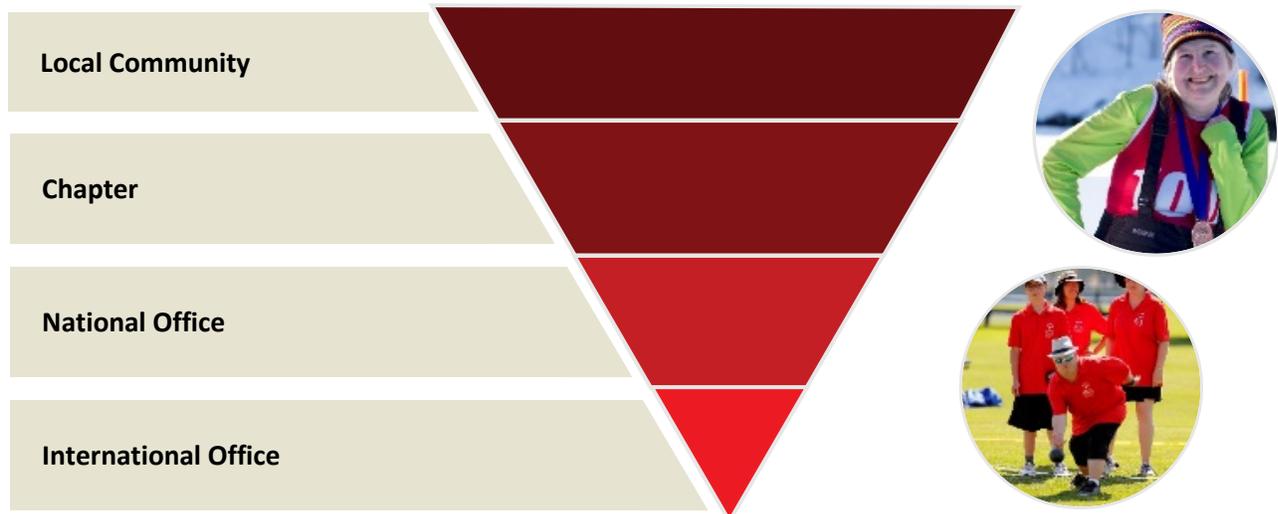


The Strategic and Annual Plan for Special Olympics British Columbia align with the vision of Special Olympics Canada and Special Olympics International. We aspire to reignite our programs and operations as we slowly come out of the COVID-19 pandemic, and we want to continue efforts to grow, introducing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

#### The challenge and what we will do

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 significantly reduced or transitioned to online activities since March, 2020. Our challenge now is to return to sport in a safe, responsible way while meeting all regulations, orders, and the expectations of our stakeholders.

#### How we will do it and goals for 2021-2022

- We have developed a Return to Sport Plan and will continue a cautious roll out. 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.
- The Return to Sport Plan includes Return to Meetings, Fundraising, and Office. These plans will provide the framework for our return to operations 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.



## 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.

### 2021-2022 goals

- Monitor COVID-19 guidelines, regulations, and environment to determine how we operate and what activities we can do safely.
- Develop education and awareness package for functional testing.
- Ensure 50 per cent of all in-person and virtual Club Fit programs host functional testing.
- Host seven summer-sport one-day Coach Development Workshops and two to three Coach Development Webinars for all sports.
- Host five Coach Development Webinars on general topics.
- Support training coaches of Team Canada athletes to implement performance training goals leading up to World Games.
- SOBC staff/representatives visit 30 sport programs to assess the quality and provide feedback to elevate those sport programs. Educate and inspire Locals to strive for excellence using the SOBC program standards.



## 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.

### 2021-2022 goals

- Create a plan and the necessary resources to support specific master's-age programming and athlete retention.
- Develop and build on programs that will transition young-adult athletes from school to community programs. Using best practices, build on the number of schools engaged in Special Olympics BC by 25 per cent.
- Compile a toolkit for Active Start and FUNdamentals for young athlete recruitment in both community and school program settings.
- Implement the Coaching Young Athletes (online or in-person) course for all new programs.
- Develop a road map for re-engagement of all Local Committees, athletes, and volunteers.
- Make contact with two communities to establish or re-establish Locals that aren't currently operating.



## D. Grow our health programs

### The challenge and what we will do

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 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.

Through the use of a Healthy Heroes module within the Athlete Leadership program, we will educate and empower athletes to embrace a healthy lifestyle and be health ambassadors amongst their peers.

### 2021-2022 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 Healthy Athletes clinicians to host in-person and/or virtual Healthy Athletes screenings in five communities.
- 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.
- 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.
- Develop a health pathway within the Athlete Leadership Academy to reach athletes in every Region. This should include Health Messenger sessions and Health Heroes training.
- Develop and deliver nutrition programs that reach at least 300 athletes. This should include the national Sobeyes initiatives.
- Continue to provide monthly online fitness/wellness calendars.
- Host one online wellness/health/fitness session for athletes per month.
- Expand the Fit Families & Friends program to 30 communities.
- Expand in-person and virtual Club Fit programs from 15 to 25 communities.
- Host two Club Fit Coach Development Workshops.



## 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.

### 2021-2022 goals

- 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.
  - Annual volunteer growth of five per cent.
    - 2019-2020 (4,500)
    - 2020-2021 (3,000)
    - 2021-2022 (3,500)
- Develop and implement SOBC volunteer onboarding/training for each Local Committee role and coaches as they join the organization.
- Ensure 80 per cent of new volunteers (coaches and operational volunteers) complete the SOC Volunteer onboarding orientation. Some will be delivered virtually and some will be in-person regional sessions.
- Implement the Professional Development plan for operational volunteers. Host at least one session per month for up to 300 volunteers.
- Develop a sustainable 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 seven NCCP courses (both virtual and in-person) for 100 coaches.
- Develop module on our initiatives, why we do them, and how they fit together.
- Work with SOC on upgrades and implementation of self-registration for athlete and volunteers.



# Improving Athlete Performance



## F. Enhance the quality of our competition model

### The challenge and what we 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.

### 2021-2022 goals

- Develop a road map for competition that includes virtual and in-person options.
  - Develop sanctioning packages and support Locals and Regions to host Regional Qualifiers for the 2023 Provincial Winter Games
  - Host and/or support Locals/Regions in delivering qualifying events for selection to Special Olympics Team Canada for the 2023 World Games.
  - Increase competitive opportunities at all levels.
  - Run five SOBC-hosted virtual competitions and support 10 local competitions.
  - Use virtual competitions as ongoing strategy for rural communities.
  - Develop and host a virtual competition in powerlifting and rhythmic gymnastics.
- Review competition guidelines for quality Games and use our Competition Standards to conduct external review of our Games.
- Leverage relationships with Provincial Sport Organizations for involvement in their competitive structure.
- Continue to train volunteers to run GMS and then utilize for all applicable competitions.
- Find a host community for the 2023 Provincial Winter Games.



## 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.

#### 2021-2022 goals

- Increase website traffic with supplementary assistance through Google Ad Grant.
- Review and revise use of Facebook, Twitter, Instagram, LinkedIn as tools to further engagement with Special Olympics BC.
- Expand celebrity, influencer, and media partner engagement with SOBC.
- Execute government relations strategy to engage government at all levels to support our goals.
- Leverage key events and strategic initiatives to connect with new fans and energize existing supporters to spread the word.
- Implement a year-round marketing plan to support recruitment and cultural engagement across the organization.



## 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).

#### 2021-2022 goals

- Review and revise email newsletters and measure impact through increased circulation and open rates.
- Ongoing enrichment of communications resource hub on SOBC website, providing more tools for Locals and consistency in SOBC marketing look and messages.
- Engage trained Athlete Leaders and Reporters on a monthly basis.
- Expand our reach by providing quality marketing tools to sponsors to help raise awareness through their channels.



## 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.

#### 2021-2022 goals

- Promote the journey of SOBC's members of the SO Team Canada 2022 Training Squad.
- Support the awareness and reach of SOBC virtual competitions and Regional Qualifiers.
- Develop communications groundwork for next Special Olympics BC Games, as arising, and create opportunities for spectators beyond simply awareness.
- Strengthen use of online coverage to connect fans and supporters.
- Relaunch and expand toolkit for Locals to brand and promote their competitions, increasing awareness in local community.
- Promote SOBC athletes participating in integrated competitions (as arising).



## J. Generate more resources

### The challenge and what we 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.

### 2021-2022 goals

- Develop and implement an annual strategic fundraising plan.
- Develop and implement a comprehensive corporate partnership strategy and program.
- Support and engage third-party events: motionball, motionballU, LETR (Polar Plunge) etc.
- Provide fundraising support to Locals and proactively update fundraising resources for Locals.
- Ensure best practices and process for CRM are effective and followed.
- Develop and implement an annual donor communications and stewardship calendar.
- Grow registration, sponsorships, and revenue of proprietary events by five per cent (SCF, Newmont Invitational, and NCDF Auction).
- Increase individual, foundation, and corporate donations by five per cent.
- Continue to grow 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.

### 2021-2022 goals

#### Recruitment, talent development, and training:

- Review our staffing structure, policies, succession planning, 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 SOBC technology infrastructure and identify 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.
- Develop a Youth Input Council provincially.

#### Athlete Leadership:

- Develop a provincial Athlete Leadership pathway.
- Host a minimum of eight anti-bullying workshops.
- Host a virtual Athlete Leadership Conference.
- Develop at least one Athlete Leadership Council in every Region.
- Develop online workshops for Athlete Speakers Bureau, Athlete Social Media, and Athlete Input Councils.