



# STRATEGIC PLAN

2014 - 2019

KSC1  
11/27/2013



**T**his Strategic Plan will guide the operation of the Kamloops Sports Council from 2014 to 2018. After successfully completing our previous plan, the Sports Council is focusing on building on those accomplishments and navigating through challenges and opportunities towards our goal of becoming self-sufficient, ever improving member services and superior event hosting.

As our economy, the social environment and sport itself changes we must move to adapt and modify how we operate in order to provide leadership in our quest for excellence in sport management. Looking to strengthen our existing partnerships and establishing new partnerships we can explore new opportunities for the Sports Council.

There is much to be proud of when we look back over the history of the Kamloops Sports Council. We now boast over 50 members and are growing each and every year. Sport is thriving in Kamloops and part of that success is a reflection of the hard work and support of the Kamloops Sports Council. We did not do this alone though and we want to acknowledge and thank our many sponsors and supporters who share in our success. The City of Kamloops and the Kamloops Blazers Sports Legacy Fund are major supporters in our vision. The dedicated board of directors and volunteers deserve a special thank you.

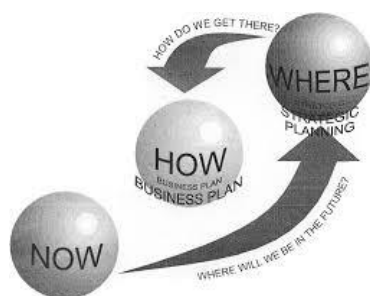
The council is fueled by the desire to make Kamloops a better place to live, to foster the growth of sport across all ages and to maintain a strong support structure for our membership. We proudly take up the challenge and ask that you join with us on our quest.

**Henry Pejril**

**President**

## ***Major Milestones***

The Kamloops Legacy Performance Games, The creation of the Tournament Capital Club for Volunteers, major event centre and permanent offices, brand, web page and social media launch, 2013 Kamloops Seniors Games, CS4L Conference, member services, resource library of past events and event and bid support.



## *Process*

*The* Sports Council met over the fall and winter of 2013-2014 to reformulate our Strategic Plan to meet the ongoing needs of the sport community. We revamped our entire plan from vision, mission and values to our motto to address the current landscape of sport.

*While* we are thrilled with our success we will not rest on our laurels. We intend to review progress throughout the term of this plan and utilize annual operational plans to execute initiatives that keep us moving forward, ensure our sustainability and help us achieve our Goals.

*The* Sports Council will continue to provide services to our local sport organizations in areas such as governance, accounting and event hosting. We are striving to give these organizations the tools to manage their sport groups successfully and allow them to concentrate on the development and enhancement of their sport.

*The* Sports Council will assist in or support the delivery of high quality and successful sporting events on a fee for service basis. We can also coordinate all facets of such events as required by the hosting sports body or City of Kamloops on that same basis.

*The* Sports Council has amassed a wide array of human, intellectual and physical resources to assist groups with sports management and event hosting. This includes a core group of people with major event hosting expertise. We are able to move quickly to address shortfalls and to give direction and mentoring for ongoing improvement. We strive to achieve delivery of best practices in all areas within our scope.

*We* also celebrate the sport volunteer and their contribution to sport in Kamloops and our sport community. Through the Tournament Capital Club the council will assist in recognizing the strong volunteer spirit that thrives in Kamloops and to spread the word of the accomplishments of the Tournament Capital Club members.

## *Vision*

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Committed to Excellence in sport management through leadership, mentoring, and partnerships

## *Mission*

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Promoting self-sustaining sport groups through:

- ❖ Organizational Development
- ❖ Advocacy & Support
- ❖ Event Hosting

## *Values*

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### ***Professionalism***

Kamloops Sports Council operates in a trustworthy, respectful, and responsible manner.

### ***Quality – Expertise***

Kamloops Sports Council operates with a strategic focus to deliver value in support services, event resources, and knowledge transfer.

### ***Continuous Improvement***

Kamloops Sports Council maintains and upgrades a resource library, implements innovative ideas and monitors national, provincial, and local policy, trends, and procedures.

### ***Recognition***

Kamloops Sports Council values the contribution by sport volunteers and the accomplishments of our sport community.

## *Motto*

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Enriching Lifestyle through Sport





## *Priorities*

*Sustainability* – Number one on the list of the Sports Council. Every initiative must be in line with self-sufficiency. We want to map a sustainable route to the future that highlights the accomplishments along the way and makes sure we are better prepared every time we face a new challenge.

*Member Services* – We will bring to bear all our resources to support the capability and capacity of Local Sport Organizations to deliver to their constituents.

*Contracts/Event Hosting* – The Sports Council will engage with interested parties to deliver high quality, well run and efficient events. We will work with our local, provincial and national sport groups, all levels of government and our partners to deliver the best outcomes.



## *Measurement*

*O*ur measurements for success will be aligned with our values and our goals.

*T*he Sports Council will continue to be seen as the source of reliable, useful and valuable information for the local sports organizations.


*T*he Sports Council will continue to make available resources for those who wish to engage the council to assist in delivering superior quality sport events in Kamloops.

*T*he Sports Council will learn from each experience in hosting and managing sport events and turn that learning into revenue opportunities to make the council self-sustaining and current.

*T*he Sports Council will analyze revenue generating opportunities to determine how to best utilize council's resources for the enhancement of lifestyle and sport in Kamloops.

*T*hrough active and engaged partnerships, the council will keep its focus on their commitment to excellence.


*W*e focus our operations in support of the Tournament Capital Program concept and ideals.

	<h2>Revenue Generation Committee</h2> <p><i>The Revenue Generation Committee will be responsible for aligning the Kamloops Sports Council with financial resources and opportunities.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
Strategically align with community partners and businesses.	<ul style="list-style-type: none"> <li>❖ Identify needs.</li> <li>❖ Partnership benefits.</li> <li>❖ Secure partners.</li> </ul>	Legacy initiatives, charitable foundations, the private sector, and other fundraising opportunities
Explore new opportunities	Seek out new and innovative ideas to raise money and report back to the Board for direction on those findings.	
Sustainability	<ul style="list-style-type: none"> <li>❖ Produce and implement a long-term funding strategy that will reduce the reliance on government funding for general operations within three years.</li> <li>❖ Minimum of six months operations budget secured in an investment account by 2015.</li> <li>❖ Transition sponsorship approach from events-based to Integrated benefits-based programs. Optimize opportunities available through project funding to achieve end strategic goals.</li> </ul>	


	<h2>Sport Awards Committee</h2> <p><i>The Sport Award Committee is responsible for the annual sport awards. Committee duties include the nomination, adjudication and evaluation process of the Awards.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
Annual Athletic Awards	Reviewing the criteria, categories and process of the Annual Awards. Soliciting Nominees for the annual awards.	<p>Review the partnership between the Hall of Fame Committee and Kamloops Sports Council, long term.</p> <p>Addressing immediate concerns for the Banquet and Awards, short term.</p> <p>Making recommendations to the Board for discussion.</p>

	<h2>Tournament Capital Club Volunteers</h2> <p><i>The Tournament Capital Club committee will be responsible for the management of the Tournament Capital Club for the Sport Volunteer.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
Data Base	Redevelop the current Volunteer data base that will be self-manage by the members. Basic contact information, past event history and skills of that volunteer to be collected.	Develop a rewards and recognition program for members of the Tournament Capital Club.
Share Volunteer opportunities for Special Events, Tournaments and LSO Groups events.	By way of Social Media, Website and Newsletters make volunteer opportunities available if members wish to volunteer.	Specific education and other opportunities shared or facilitated.



	<h2>Member Services</h2> <p><i>Member services committee will assist the local sport organizations in building capability in areas such as governance and management systems, information technology services, event management, research and monitoring, and good practice.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
Assist sport groups awareness of available grants, sponsorship, donations and other opportunities.	Making information available to all LSO Groups when opportunities are presented. Sharing the information of the available Grants and application time lines as well sponsorship opportunities.	
Kamloops Blazers Sports Society, Support the Society with their community sport donation program	Supporting the Blazers Sport Society. Making the information available to the LSO Groups. Assisting in the grant application process with the LSO groups.	
<p>Work with media &amp; sport groups to promote sport in the community.</p> <p>Community awareness of sport activities &amp; events.</p>	Newsletters, Social Media and Web Site event calendar.	
Support a “green” consciousness to Kamloops sport activities and events.	Supporting the City of Kamloops environmental policy and statements.	
Membership Services	Continually reviewing and updating the Member Services offerings available to any Member or Non Member.	

	<h2>Sport Development</h2> <p><i>The Sport Development Committee will support the ongoing development of sport management, event management and administration.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
Facilitate collaboration among clubs to enhance opportunities, facility access, coaching support and volunteers.		
Supporting the City of Kamloops – Parks and Recreation Department initiatives; ensuring Kamloops remains a sport host destination of choice, supporting local tourism, and economy and sport development.		
Support the ongoing development of club Management and administration.	Workshops featuring relevant or current trends. Information sharing, resource library access to the groups. Governance, strategic planning and succession planning.	
Create and Manage a sport event kit.	The Hosting Event Kit would be available to provide additional tools and equipment to ensure the ease of delivery of a successful event. The Hosting Event Kit will be designed to ease the cost and availability of necessary supplies that may be required for event organizers.	
Strategic event assessment? LSO Bid application & procurement.		

	<h2>Major Contracts and Events</h2> <p><i>This Committee is under the Executive Committee guidance. This covers the Legacy Games and any Major Events management contracts.</i></p>	
Current Objectives	Outcome	Future Committee Initiatives
<p>Legacy Performance Games</p> <p>Secure long term funding sources, grants, sponsorship and all levels of Government funding by 2015</p>	<p>The creation of a unique, annual multi-sport game that is self-sustainable. The Legacy Performance Games will be structured to enhance the position of the Kamloops Sports Council and the City of Kamloops within the provincial and national sport communities, work with the Kamloops accommodation and hospitality sector, provide support and capacity building for the host sport groups, feature youth unable to access the current schedule due to age, sports that are currently excluded from established Games ,masters athletes, and people with disabilities in a multi-sport event format.</p>	
Major Contracts	Sourcing and managing major fee for service contracts	
City of Kamloops	Managing current Service Agreements with the City	