



**TRACK & FIELD CLUB**

*Track and field on the north shore since 1960*

***Strategic Plan Framework  
2004 – 2010***

“to boldly go where no track club has gone before”<sup>1</sup>

*DRAFT*

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<sup>1</sup> Apologies to Gene Rodenberry

## ***BACKGROUND AND HISTORY***

NorWesters Track and Field Club is a registered non-profit society affiliated with BC Athletics and Athletics Canada serving the community track and field needs for North and West Vancouver since 1960.

NorWesters has developed many top athletes during its almost 45 year history who have continued on to brilliant international careers in track and field such as Lloyd Guss (400m hurdles). In more recent years athletes of note that started their training with Norwesters include Lori Durward (middle distance international gold medallist *DATE*, Curt Heywood (Canadian record holder in pole vault and silver medallist in the Commonwealth Games), and Eric Kiauka (silver medallist at the International Junior Meet in the Cayman Islands). As the club moved into the new millennium there were many more budding star athletes being trained by the NorWesters excellent coaching staff. In 2000, NorWesters Track and Field Club took more awards of excellence at the BC Athletics Annual Junior Development Banquet than any other club in BC. In 2003 Chris Winter, Emily Sheppard, Kevin Lim, and many others have been recognized for their outstanding regional, provincial, national and international achievements. In 2004, it is anticipated that a number of NorWester athletes will move on to the national and international arenas.

According to our registration forms, NorWesters Track and Field Club had 84 athletes (58 Junior Development (age 9 -15), 22 Juvenile/Junior (age 16 – 18), 2 Senior (age 19 – 39), and 2 Master (age 40 +). Of the 2/3<sup>rd</sup> of the athletes in the JD program, 6 awards were presented at the BC Athletics Annual awards banquet, representing 7% of the awards presented in the province.

The purpose of the Club as stated in the Constitution and by-laws:

- To develop the highest proficiency in amateur track and field events for member athletes for all ages and levels.
- To promote and encourage the widest participation of all ages in amateur track and field.

Words and phrases that have been used in brochures and promotional material to characterize the Club include:

Fun-Technique  
Sportsmanship  
Results  
Fun/Fitness/Friendship  
A full service club for all athletes  
We aim to go higher-faster-longer-stronger  
Serving the communities of North and West Vancouver

## ***MOVING FORWARD***

### ***What is our “Prime Directive”***

From time to time it is important to review what and how the Club is doing in terms of meeting it’s reason for being, how the needs of the community it serves are evolving and how best the club can adapt to meeting the current and future community needs for track and field in North

and West Vancouver. A strategic plan for the NorWester Track and Field Club will involve a process and product that will launch a renewed direction for the Club.

### **Building on our strengths**

The Club's success will evolve from focusing of what we do best. At this time the Club's program strengths are:

- JD program
- Middle distance program

### **Facing the Challenges**

There are a number of challenges to deliver the Club's programs that need to be recognized and assessed in terms of developing future programs.

#### ***So many programs – too few athletes***

Currently the Club is offering a wide range of programs, a number of which have very low participation rates, resulting in an unsustainable cost of program delivery in terms of the costs per athlete in the Program.

#### ***Geographic spread***

The Club's geographic area of program delivery is broad from east to west creating logistical challenges for coaches providing programs throughout the area.

#### ***Not Enough Volunteers***

Volunteer commitment is relatively low, with incidences of burn out and poor transition training as volunteers move on.

#### ***Financial stability***

Reliance on traditional funding sources (e.g. government lottery funds) will lead to financial collapse of the club

### **Mission Statement**

A mission statement will be developed from not only where we have come from (e.g. a review of existing key words and phrases including a review of the purpose statements in the Club's constitution) but more critically from the process to generate the strategic plan.

### **Goals**

- Growth (increase participation levels)
- Program excellence
- Sustainability (program sustainability and thus financial sustainability)

### **Measures of Success**

For each of the areas of endeavor for the Club, measures of success will be identified to assess how we are doing, what needs to be adjusted and to provide transparency for all involved in the Club in terms of expectations, whether your participation is as an athlete, a parent, a volunteer, a coach and/or a Board member.

## ***ACTION PLAN***

“Three pillars” (Programs, Volunteers, Funding/Marketing) have been identified that will become the foundation of the Club. These “pillars” will be built on accountability, adaptive

management, fun and most importantly serving the needs of the athlete. For each pillar targets and objectives will be set.

### **1. Programs:**

The coaches are in the best position to develop the programs to meet the needs of the athletes. It is intended that for each program targets and objectives be set, costs identified for program delivery, and measures of success generated for a period of two years.

Considerations to be built into the programs:

ATHLETES first

Goals -fun

- turning kids on

- rewarding and fulfilling

Greater continuity in the coaching team

Creativity (e.g. short term introductory programs, camps etc.)

### **2. Volunteers:**

Goals - create a volunteer development program for the ongoing recruitment and maintaining a sustainable volunteer base.

Considerations to be incorporated into a volunteer development program:

Clarity on volunteer time expectations for parents

Succession planning

Volunteer recruitment and training for 3 meets (Elementary, Trevor Craven, X-country)

Volunteers for operating the Club (registration, communications within the Club, liaison with BC Athletics etc.)

Volunteer “scouts” to recruit athletes

### **3. Funding/Marketing**

“first out of the blocks”

Goal for 2004 is to raise \$30,000

Events - run 3 meets with profit of \$15,000

Corporate sponsorship – goal = 1 major sponsor for \$10,000

Fund raising campaign – (e.g. gift certificate, raffle) \$5,000

Government funding of \$20,000

## ***BOARD AND ORGANIZATIONAL STRUCTURE***

Reassess the current structure and the roles and responsibilities of the participants to meet the implementation of the Action Plan.

Board of Directors

Coaches

Volunteers/parents

Athletes

At the 2004 AGM, there will be a motion put forward to amend the to constitution to provide for that 50% of Board members rotate off after 2 years service.

## ***BUSINESS PLAN***

The unaudited financial results for the Club for the 11 months ending November 30, 2003 compared with the 12 months ending December 31, 2003 is as follows:

	Nov 2003			Dec 2002	
	General Fund	Casino Fund	Total	Budget	Actual
	Actual	Actual	Actual		
<b>Revenue</b>					
Membership Dues	21,470		21,470	22,300	20,875
Payments to BCAA	-3,125		-3,125	-5,000	-5,398
<b>Membership Income</b>	18,345	0	18,345	17,300	15,477
Elementary Meet Expenses	7,415		7,415		
Net	-2,578		-2,578		
Net	4,838	0	4,838	3,000	2,611
Trevor Craven	10,717	0	10,717		
Less: Expenses	-4,357		-4,357		
Net	6,360	0	6,360	4,500	3,941
Cross Country Meet			0	1,000	1,000
<b>Meet Income</b>	11,198	0	11,198	8,500	7,552
Mini Camp	905		905		
Camp Expenses	-616		-616		
Net	289		289	1,000	1,155
Interest				250	402
Gaming	5,000	15,000	20,000	51,500	0
Optimist Club	1,000		1,000	1,000	1,000
Misc Fund Raising	3,328		3,328	2,000	761
General Revenue	228		228	500	4,155
<b>Other Revenue</b>	9,845	15,000	23,845	56,250	7,473
<b>Total Revenue</b>	39,388	15,000	54,388	82,050	30,502
<b>Expenses</b>					
Coaching Fees	23,337	4,520	27,857	26,000	25,733
Equipment	563		563	14,000	1,098
Facility Rentals	1,383	1,528	2,911	4,000	2,730
Insurance	2,351	360	2,711	1,800	1,939
Meet Entry and Related	8,225	300	8,525	4,000	6,306
Publicity	150		150	1,000	159
Uniforms			0	1,500	1,657
Scholarships	100		100	200	100
Social events		1,007	1,007	2,500	2,922
Travel	756	1,806	2,562	15,000	1,317
General & Admin	2,359		2,359	2,000	3,542
Oranges	939				
Capital				10,000	
	40,162	9,521	48,745	82,000	47,503
Excess of revenue over disbursements	-774	5,479	5,643	50	-17,001
Membership fees to total income	47%	0%	34%	21%	51%
Meet income to total income	28%	0%	21%	10%	25%
Average fees based on 67 members	\$ 320.45				
Average revenue per 67 members	\$ 716.24				

## **GENERAL BUDGET AND RELATED ASSUMPTIONS FOR 2004**

<b>Revenue Distribution</b>		<b>2004</b>		<b>2003</b>	
6 - 8		15	100	1,500	
9 - 12		25	290	7,250	260
13 -15		25	330	8,250	300
16 - 17		13	370	4,810	335
16 - 17		5	550	2,750	500
17 - 18		10	370	3,700	335
		5	550	2,750	500
20 +		2	370	740	335
40 +		2	220	440	200
		<b>100</b>		<b>32,190</b>	<b>17,300</b>
Meets	Entry Fees			12,000	9,500
	Fund Raising			3,000	
Other Fund Raising					
	- Gaming				51,500
	- Corporate			10,000	
	- Other			5,000	3,750
<b>Total Revenue</b>				<b>62,190</b>	<b>82,050</b>
<b>Expenses</b>					
	Coaching Fees			30,000	26,000
	Equipment and Capital			10,000	24,000
	Facility Rentals			4,000	4,000
	Insurance			2,200	1,800
	Meet Entry and Related			6,000	4,000
	Publicity			1,000	1,000
	Uniforms			1,500	1,500
	Scholarships			200	200
	Social events			2,500	2,500
	Travel			3,000	15,000
	General & Admin			2,000	2,000
				<b>62,400</b>	<b>82,000</b>
Excess of revenue over disbursements				<b>(210)</b>	<b>50</b>
Opening Cash at Jan 1, 2004				4,000	0
Closing Cash at Dec 31, 2004				3,790	50

### **Assumptions:**

- Membership overall fee increase of about 10%, with final fee structure set by category by Jan1, 2004
- Increase the average number of athletes from 84 to 100 for 2004
- Cost to the Club of \$600/athlete from about \$687 in 2003
- Total Revenue Require using \$600 per athlete = \$60,000
- Club fees (similar rate as 2003 ~\$300/athlete) = \$30,000
- Fund raising = \$30,000
  - Track Meets \$15,000 vs \$11,000
  - Corporate Sponsorship \$15,000 vs nil
- Government Grant considered a bonus \$20,000 \$20,000

## WorkPlan and Time Lines

AGM	Board	Vol	Dec	Jan	Feb	Mar	Apr	May	June	July
- Present strategic planning framework			█							
- Vote to proceed			█							
- Board Planning and Process Session				█						
<b>Planning Process</b>										
<b>Program Development Committee</b>										
- Chair and Board Members	3	6	█	█						
- Organize Group			█	█						
- Satisfaction survey			█	█						
- Develop Work Plan			█	█	█					
- Submit to Board for review					█					
- Program Development and Expansion						█	█	█	█	█
<b>Volunteer Committee</b>										
- Chair and Board Members	3	6	█	█						
- Organize Group			█	█						
- Satisfaction survey			█	█						
- Develop Work Plan			█	█	█					
- Submit to Board for review					█					
- Volunteer Development Session						█	█	█	█	█
- Meet and Other Events						█	█	█	█	█
<b>Fund Raising and Marketing</b>										
- Chair and Board Members	3	6	█	█						
- Organize Group			█	█						
- Satisfaction survey			█	█						
- Develop Work Plan			█	█						
- Submit to Board for review					█					
- Volunteer Development Session						█				
- Corporate Sponsorship						█	█	█	█	█
- Submit Funding Application						█	█	█	█	█
- Meet and Other Events						█	█	█	█	█