



STRATEGIC PLAN 2014 – 2019

FINAL

Approved October 15, 2015
Revisions Approved September 25, 2017

SYNCHRO BC STRATEGIC PLAN 2014 – 2019

The Synchronized Swimming Association of British Columbia, doing business as Synchro BC, is the governing body for the sport in British Columbia. In 2013-14, Synchro BC had 17 Competitive Clubs, 4 Recreational Clubs and 2 University Clubs, representing 1,254 members. Under the leadership of Synchro Canada, Synchro BC joins nine other provincial associations and one territorial association (Yukon) and their member clubs in developing, promoting and delivering programming for over 7,000 participants across the country.

In September 2014, Synchro BC brought together a group of 22 Directors, coaches, officials, club leaders and staff gathered to develop the Synchro BC Strategic Plan for the next 4 year cycle. Delegates brought their own experience and expertise to the planning room, and “heard” from the members through a Member Survey conducted in June 2014.

This Strategic Plan provides the pathway for the sport to continue to grow and progress at the local levels throughout the province, the focus for provincial programming to inspire and enrich competitive and recreational participation and enhance partnerships, and outlines a solid direction for continuously improving performance at the national level.

VISION:

“Build, sustain and advance excellence in synchronized swimming at all levels throughout the province”

MISSION STATEMENT:

Synchro BC governs, promotes, develops and delivers synchronized swimming programs and services for participants throughout BC.

VALUE STATEMENTS:

1. We are **CONNECTED** as a community.
2. We strive for organizational **EXCELLENCE**.
3. We offer **INCLUSIVE** programs and services so that all can benefit from our sport.
4. We act with **INTEGRITY** ensuring our decisions reflect ethical practices.
5. We communicate **RESPECTFULLY** with all participants.

STRATEGIC PLAN FRAMEWORK:

AREA OF EMPHASIS	SPORT DEVELOPMENT	HIGH PERFORMANCE	OPERATIONS		
	PARTICIPATION	ELITE PARTICIPATION	MARKETING, PROMOTIONS & COMMUNICATIONS	OFFICIALS & DECK VOLUNTEERS	SYSTEMS & OPERATIONS
AREA GOALS	<p>Sport participation in all zones.</p> <p>Improve coach quality and certification at all levels in BC.</p>	<p>Synchro to be named as a BC Targeted Sport.</p> <p>BC athletes named to Team Canada programs</p>	<p>Have 3 external sponsors by the end of the plan cycle</p>	<p>Increase the number and competency of all deck officials.</p> <p>(New) Ensure regular, relevant, and transparent communications with membership</p>	<p>Achieve operational excellence to enhance member services and growth of the sport.</p>
TARGETS & OBJECTIVES	<ul style="list-style-type: none"> • Program Leadership • Recruitment • Retention • Club Development • Rec Competitions • Program Leadership • Coach Education • Professional Development 	<ul style="list-style-type: none"> • Program Leadership • Talent ID • Training • Competitions • Program Development • Integrated Support Teams 	<ul style="list-style-type: none"> • Fundraising • Sponsorship • Promotions • Communications • Recognition • Social Media 	<ul style="list-style-type: none"> • Program Leadership • Recruitment & Retention • Training & Education • Professional Development 	<ul style="list-style-type: none"> • Financial Management • Human Resources • Governance • Member Services • Partnerships • Competitions Management

PLAN PRIORITIES

Strategic objectives for each Area of Emphasis are contained on the following pages. Although four years of anticipated work has been laid out in the Plan, the following have been identified as priorities for the Association.

Sport Development

- achieve a 20% increase in retention of current members to help solidify development at every level
- develop one new strategic partnership per year

High Performance

- revise the scope of the high performance program to provide more focus on identified athletes with potential for national team

Technical Development

Coach Development

- provide unique annual opportunities to improve the quality of coaching

Officials Development

- Develop a well-rounded program for deck officials

Business and Operations

Marketing, Promotions and Communications

- position Synchro BC to be much more attractive to potential sponsors in order to increase revenue Generated through sponsorship

Systems Management

- Ensure that human resources (staff & volunteers) are appropriately supported to implement the Strategic Plan

STRATEGIC OBJECTIVES:

Strategic Objectives describe the direction and intent for the work to be undertaken within each component. They move the component forward toward achievement of the Area goal. Proposed tactics are “how to” activities through which the strategic objectives will be activated.

Area of Emphasis: SPORT DEVELOPMENT

Goal Statement: *Sport participation in all zones.*

Component	Sport Development Strategic Objectives	Proposed Tactics	Status Update – July 2017	2017-18 Priorities & Revised Tactics
Program Leadership	SD1: Strike a Development Committee with the mandate to grow the sport	<p>SD1 A: Develop Terms of Reference</p> <p>SD1 B: Pursue regional representatives with an interest in increasing awareness, participation, and opportunities through Synchro</p> <p>SD1 C: Liaise with clubs for all activities to avoid duplication and gaps</p>	<p>SD1 A: Complete – new Terms of Reference drafted Spring 2017</p> <p>SD1 B: Complete – Committee includes representatives from the Island, the Interior and the Lower Mainland</p> <p>SD1 C: Club Excellence Working Group approved by Board</p>	<p>SD1 A: Board adoption of revised Sport Development Committee Terms of Reference</p> <p>SD1 C: Ongoing consultation with members and Committees in developing new strategies and direction</p> <p>SD1 C: Establish Club Excellence Working Group</p>
Recruitment	SD2: Develop a targeted approach to growth with creation of community profiles of facilities, current community programming and interest in new sports for youth, with at least 1 new partnership developed per year	<p>SD2 A: Target communities that currently have a pool or planned pool, but no local synchro or summer swim club and in relatively close proximity to an existing Synchro program</p> <p>SD2 B: Review current community programming and existing organizations (i.e. dance, gymnastics, brownies, girl guides, big sisters etc.)</p> <p>SD2 C: Develop a support package for communities to introduce Synchro through multi-session “try it” programs, with follow-up and possible coach / instructor support</p> <p>SD2 D: Communicate with Pool Facilitators/Programs for Partnerships</p>	<p>SD2 A: Pool list has been created. Pool are being contacted over the spring/summer 2016</p> <p>SD2 B: Work in Progress</p> <p>SD2 C: Work in Progress s</p> <p>SD2 D: Work in Progress (Merritt, Surrey, Abbotsford)</p>	<p>SD2: Establish Regional Outreach Coaches in each region – Island, Lower Mainland and Interior</p> <p>SD2: Develop cost-effective and viable Regional Outreach Coach club visitation schedule</p>

Component	Sport Development Strategic Objectives	Proposed Tactics	Status Update – July 2017	2017-18 Priorities & Revised Tactics
Recruitment (cont...)	SD3: Increase exposure opportunities to Synchro through partnerships with selected Summer Swim Clubs, with at least 1 new partnership developed per year	SD3 A: Undertake a zone by zone analysis of opportunities SD3 B: Develop a support and servicing package for potential partners, including instructor/coach support SD3 C: Work with summer swimming on development of instructional materials and competitions regulations that are reasonable for their programming levels SD3 D: Provide summer swim clubs with materials about local winter Synchro Clubs for athletes who may want to pursue the sport year-round SD3 E (New): Identify benefits of partnership for summer swim clubs	SD3 A: Planned SD3 B: Work in Progress SD3 C: Work in Progress SD3 D: BCSSA does not permit recruitment through their program - Work in Progress SD3 E (New): No action to date	SD3 E: Ongoing nurturing of relationship with Summer Swim Clubs SD3 E: SD Committee to identify benefits of partnership/relationship with Summer Swim Clubs
Retention	SD4: Increase the retention rate of athletes and coaches by 20% over the plan cycle - ??	SD4 A: Explore current programming delivery and look for gaps SD4 B: De-brief participants who have left the sport regarding their reasons and “what might have kept them involved” SD4 C: Work with clubs regarding retention and help them identify and address any club-specific attrition issues	SD4A: TID & T2T Program implementation, Regional Fun Meets, regular Coach Development opportunities, Masters Committee, Adaptive Synchro Committee – Work in Progress SD4 B: Action: Electronic “exit interview/survey” to be considered by SD Committee – Work in Progress SD4 C: Club Excellence Working Group approved by Board	SD4 A: Support the hosting of Regional Fun Meets in the 3 regions. SD4 A: Develop a Regional Fun Meet Hosting Grant Program to incentivize clubs to host Fun Meets. SD4 A: Establish Regional Outreach Coaches in each region – ISL, LM, INT SD4 A: Develop cost-effective and viable Regional Outreach Coach club visitation schedule SD4 A: Develop Club Coach Professional Development Plan SD4 B: SD Committee to discuss ‘exit survey’ options and implementation SD4 C: Develop series of CE-related presentations for Club Executives at Summit SD4 C: Establish Club Excellence Working Group SD4 C: Develop club visits program for High Performance Director and/or TID Coaches

Component	Sport Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Retention (cont...)	<p>SD5: Develop connections between young participants and older, performance athletes to provide a role model identity and aspirational connections</p>	<p>SD5 A: Use National Stream athletes to instruct the Star 1 programs, as available SD5 B: Junior Mentoring Program “Jump” - ?? SD5 C (New): Create opportunities for Provincial and/or National Stream athletes to participate in Regional Rec Meets as demo/water show swimmers, judges, mentors, etc.</p>	<p>SD5 A: Challenging and relatively unrealistic as club program delivery overlaps. Need new tactic. Action: SD & Coach Committee consideration SD5 B: Planned for TID & T2T Programs SD5 C (New): Work in Progress</p>	<p>SD5 A: Consultation with Sport Development Committee & Coaches Working Group to develop strategies that will provide more National Stream athletes with opportunities to coach SD5 A: Offer SI Coaching Course to athletes 14+ at Summit SD5 A & C: Work with Host Clubs to create opportunities for PS & NS athletes to participate in Fun Meets SD5 B: Align T2T and TID training camps and schedules to allow TID mentorship of T2T athletes</p>
	<p>SD6: Develop information materials for clubs to use with parents to help encourage continued interest and involvement with Synchro</p>	<p>SD6 A: Parents Handbook SD6 B: “Understanding Scoring” materials</p>	<p>SD6 A: Work in Progress SD6 B: Plan 42 is a major contribution – Work in Progress</p>	<p>SD6 B: Develop Plan 42 implementation strategy for BC in consultation with HP Director, HP Committee, SD Committee and Officials Committee SD6 B: Ongoing participation on Plan 42 Committee SD6 B: Participation in Plan 42 training opportunities as they are made available SD6B: Introduce Plan 42 concepts and ideology to Officials at Summit</p>
Club Development	<p>SD7: Partner with clubs in the development of the sport through support tools, services and resources</p>	<p>SD7 A: Development of partner promotional materials SD7 B: Use of the Synchro BC promotional video SD7 C: Easy to find links off the Synchro BC website SD7 D: Identify successful practices of clubs for knowledge transfer and general improvement of club practices SD7 E: Club Development Manual</p>	<p>SD7 A: Work in Progress SD7 B: Complete SD7 C: Complete / Work in Progress SD7 D: Club Excellence Working Group approved by Board SD7 E: Work in Progress / Outcome of Club Excellence Working Group</p>	<p>SD7 A: Leverage hosting Espoir & World Series event to promote synchro in BC SD7 C: Website revamp SD7 D: Establish Regional Outreach Coaches in each region – ISL, LM, INT SD7 D: Develop cost-effective and viable Regional Outreach Coach club visitation schedule SD7 D: Develop club visits program for High Performance Director and/or TID Coaches</p>

Component	Sport Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Club Development (cont...)	SD8: Encourage mentoring and sharing between existing and newer clubs to benefit the regions sport over-all	SD8 A: Help establish informal partnerships for new clubs with existing clubs SD8 B: Monitor new clubs and provide support, assistance and resources as available to help them become established and successful SD8 C: Tie to the Club Excellence point system	SD8 A: Planned SD8 B: Roundtable Meetings, Club Excellence Working Group, webinars, Summit - Work in Progress SD8 C: Dropped (Synchro Canada Club Excellence discontinued)	SD8 A & B: Establish Regional Outreach Coaches in each region – ISL, LM, INT SD8 B: Develop cost-effective and viable Regional Outreach Coach club visitation schedule SD8 B: Establish Club Excellence Working Group
Competitions	SD9: Create continued interest and increase retention through opportunities to participate in a series of “virtual meets” to enable clubs in smaller or more remote communities to participate in more competitions	SD9 A: Brand the “virtual meets” to help create awareness and interest SD9 B: Develop the protocols and technical regulations for “virtual meets” SD9 C: Promote the “virtual meets” on results postings to provide credibility and create interest	SD9 A: Planned SD9 B: Planned SD9 C: Planned	SD9 B: Develop protocol for BCSG trial video submissions
	SD10: Establish “fun meets” in every region for the benefit of newer participants and recreational clubs	SD10 A: Develop the protocols and technical regulations for “fun meets” SD10 B: Promote the “fun meets” on result postings to provide credibility and create interest	SD10 A: June 2017 – agreement for club to host Regional Fun Meets, July 2017 – Regional Fun Meet Grant Program, clubs/regions to determine formal - Work in Progress SD10 B: Synchro BC to promote Fun Meets - Work in Progress	SD10 A: Ongoing support of Regional Fun Meets in the 3 regions. SD10 B: Develop a Regional Fun Meet Hosting Grant Program to incentivize clubs to host Fun Meets.
	SD11: Ensure that Provincial Stream athlete competitions are well-organized, properly profiled and positioned as important experiences for athletes	SD11 A: Highlight meets for recreational and Provincial Stream athletes SD11 B: Establish promotional processes that send results to communities of all participating clubs and athletes	SD11 A: Work in Progress SD11 B: eSplash, website, social media – Work in Progress	SD11 A: Establish Regional Fun Meets in each region and promote events and results through regular communication channels SD11 B: Develop appropriate social media campaigns and promotions
	SD12: Increase the BC Summer Games athlete and zone numbers	SD12 A: Restructured Age Groups to align more appropriately SD12 B: Club Development in remote areas SD12 C: Increase awareness of the games and knowledge of the rules and eligibility with club executives and coaches	SD12 A: Complete SD12 B: Work in Progress SD12 C: eSplash, website, social media, emails, virtual meetings – Work in Progress	SD12 C: BCSG Preparations – finalize Tech Package, identify Sport Chairs, Select Zone Reps/Coaches, manage special requests, establish agreement as required, host trials

Component	Sport Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
<p>Athlete Development</p>	<p>SD13: Develop stronger more successful athletes at the lower Long Term Athlete Development (LTAD) stages</p>	<p>SD13 A: Support Synchro Canada’s CanSwim Pilot Project SD13 B: Implement LTAD training and testing strategies SD13 C (New): Ensure alignment with Synchro Canada’s Podium Pathways SD13 D (New): Establish an Adaptive Synchro Committee to enhance programming and development opportunities in adaptive synchro SD13 E (New): Ensure Adaptive Synchro programming aligns with viaSport requirements SD13 F (New): Develop competition opportunities for AG11-12 athletes that align with Synchro Canada strategic direction</p>	<p>SD13: Program not well aligned so BC model to be developed – Work in Progress SD13: Piloted – Work in Progress SD13 (New): Complete SD13 D (New): Complete SD13 E (New): Work in Progress SD13 F (New): 2019 SYNCH - Work in Progress</p>	<p>SD13 B: Re-align LTAD Skills Testing Program to maximize provincial benefit SD13 B: Introduce BC LTAD Skills Monitoring Program SD13 D: Ongoing consultation with AS Committee to enhance programming and opportunities for adaptive synchro. SD13 E: Research and propose alternate and more inclusive language for AWD programs. SD13 E: Consult with and recognize viaSport as an asset/resource SD13 F: Align T2T program with opportunities to participate in SYNC SD13 F: Develop criteria and selection process for AG 11-12 participation at SYNC</p>

Area of Emphasis: SPORT DEVELOPMENT: COACHING DEVELOPMENT

Goal Statement: Improve coach quality and certification at all levels in BC.

Component	Coaching Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
<p>Program Leadership</p>	<p>CD1: Strike a Coaching Development Committee with the mandate to ensure proper training and education opportunities for all Synchro coaches in BC</p>	<p>CD1 A: Develop Terms of Reference CD1 B: Pursue committee representatives with an interest in coach education and training, and with consideration to regional connections CD1 C: Liaise with clubs for all activities to avoid duplication and gaps</p>	<p>CD1 A: Complete – new Terms of Reference drafted Spring 2017 CD1 B: Complete – Committee includes representatives from the Island, the Interior and the Lower Mainland CD1 C: Club Excellence Working Group approved by Board</p>	<p>CD1 A: Board adoption of revised Coach Development Committee Terms of Reference CD1 B: Establish Coach Working Group with representation from every club invited to participate. CD1 B & C: Establish regular meeting schedule and agenda for Coach Working Group CD1 C: Establish Club Excellence Working Group</p>
<p>Education and Development</p>	<p>CD2: Offer 3 unique educational opportunities annually for all levels coaching to improve their coaching ability and knowledge</p>	<p>CD2 A: Establish a 4-year plan for unique education opportunities to:</p> <ul style="list-style-type: none"> ▪ Provide options for different levels of coaches ▪ Attract coaches from different regions over time ▪ Allow coaches to continuously improve each year ▪ Schedule to take place at events to attract larger numbers of coaches <p>CD2 B: Offer webinars and produce videos</p>	<p>CD2 A: Complete for competition-level coaches. Work in Progress for SI/Rec coaches.</p> <ul style="list-style-type: none"> ▪ Work in Progress ▪ Complete with virtual and in-competition opportunities ▪ Work in Progress ▪ Work in Progress <p>CD2 B: Work in Progress</p>	<p>SD4 A & B: Develop Club Coach Professional Development Plan</p>
	<p>CD3: Support continuous movement through the NCCP program by offering encouragement and incentives</p>	<p>CD3 A: Provide grant opportunities after certification is achieved CD3 B: Support coach evaluations being done in a timely manner CD3 C: Offer alternate delivery through online courses CD3 D (New): Create opportunities for coaches to earn Professional Development (PD) Points</p>	<p>CD3 A: Complete / Ongoing CD3 B: Work in Progress CD3 C: Not currently available through Synchro Canada CD3 D (New): Ongoing via in-competition, virtual events and annual summit</p>	<p>CD3 B: Coach Evaluator training for new candidates and refresher for existing, CD3 D: Comp Intro Learning Facilitator training on updated course materials</p>
	<p>CD4: Develop a mentorship program for coaches to support continued development after taking NCCP courses</p>	<p>CD4 A: Work with coaches with higher level NCCP certification to help mentor younger / newer coaches CD4 B: Offer honoraria for mentoring CD4 C: Tie to the Club Excellence point system</p>	<p>CD4 A: TID & T2T Mentorship Program – Ongoing Work in Progress; Recreation/Club Coaches – Pending CD4 B: Complete / Ongoing CD4 C: Dropped (Synchro Canada Club)</p>	<p>CD4 A: Identify T2T Program Coaches and guest coaches</p>

Component	Coaching Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Education and Development (cont...)	CD5: Conduct introductory workshops about coaching for junior and senior athletes	CD5 A: Develop introductory presentation for clubs and Synchro BC delivery	CD5 A: No action to date	
	CD6: Introduction and training of the new Long Term Athlete Development (LTAD) Strategies	CD6 A: Educate coaches during the annual Fall Conference CD6 B: Provide Coaches with LTAD resources	CD6 A: Complete / Ongoing CD6 B: Complete / Ongoing	CD6 A: Re-align LTAD Skills Testing Program to maximize provincial benefit CD6 B: Introduce BC LTAD Skills Monitoring Program
	CD7: Celebrate coaching and coaches through a Coaching Recognition program	CD7 A: Review coach recognition programs and opportunities to expand recognition, encourage coaching all levels of athletes and promote coaches at new clubs	CD7 A: Work in Progress for Coaching Committee	CD7 A: Develop values proposition and Club Excellence training opportunities at Annual Summit
	CD8: Support advanced Coaching Training and Education through a scholarship program and employment opportunities	CD8 A: Create opportunities for full time or part time advanced coaching candidates and support their involvement with Advanced Coaching certification	CD8 A: TID & T2T Programs, Synchro Canada Apprenticeship Program - Ongoing	
Professional Development	CD9: Support professional development opportunities at international competitions and education opportunities for identified BC coaches		CD9 A: Funding options currently restrict international travel	CD9 A: Coach Committee to review and make recommendations

Area of Emphasis: HIGH PERFORMANCE

Goal Statement: *Synchro to be named as a BC Targeted Sport by the end of the plan cycle. (Complete)*

Component	High Performance Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Program Leadership	<p>HP1: Strike a High Performance Committee with the mandate to improve BC's performance at all levels of national championships and to help place more BC athletes on national teams</p>	<p>HP1 A: Develop Terms of Reference HP1 B: Pursue committee members with technical expertise and an interest in developing a provincial performance program for the benefit of all identified athletes, to parallel with their club programs HP1 C: Liaise with clubs for all activities to avoid duplication and gaps</p>	<p>HP1 A: Complete – new Terms of Reference approved June 2017 HP1 B: Complete / Ongoing HP1 B: Club Excellence Working Group approved by Board</p>	<p>HP1 A: Review and revise HP Committee terms of reference given establishment of High Performance Director position HP1 B: Establish Club Excellence Working Group HP1 C: Conduct provincial program evaluations to ensure they best practices and appropriate alignment with club programs</p>
	<p>HP2: Learn about what is required to improve the performance program through seeking knowledge from other successful sports and other synchro jurisdictions</p>	<p>HP2 A: Meet with representatives from a variety of organizations for a candid review of the Synchro BC performance program and plans, and advise about how to improve for example</p> <ul style="list-style-type: none"> o Canadian Sport Institute Pacific o Synchro Canada o Other MSO's, PSO's and NSO's o Other Targeted Sports 	<p>HP2 A: Complete</p> <ul style="list-style-type: none"> o Canadian Sport Institute Pacific o Synchro Canada o SportMed BC o Synchro Ontario o BC School Sports o BC Games Society o Retired Olympians 	<p>HP2 A: Canada Winter Games Preparations – Coach Selection, Athlete Selection, Choreography</p>
(New) Retention	<p>HP3 (New): Retain more Senior athletes as participants (i.e. coaches, athletes, officials and volunteers)</p>	<p>HP3 A (New): Establish a Masters Committee responsible for developing strategies and tactics to encourage participation for life HP3 B (New): Working with clubs to develop model pathways that encourage ID'd athletes to give-back to their club through coaching and officiating</p>	<p>HP3 A (New): Masters Committee HP3 B (New): Club Excellence Working Group approved by Board</p>	<p>HP3 A: Develop Terms of Reference for Masters Committee HP3 A: Establish regular meeting schedule and agenda for Masters Committee HP3 B: Develop series of CE-related presentations for Club Executives at Summit HP3 B: Establish Club Excellence Working Group</p>

Component	High Performance Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Talent ID	<p>HP4: Develop a Talent ID program that identifies athletes with national team potential</p>	<p>HP4 A: Define characteristics and attributes for potential national team athletes, and scout clubs and rec programs for athletes with potential to advance</p> <p>HP4 B: Communicate Talent ID information to all clubs and coaches to support continued education and awareness for all coaches</p>	<p>HP4 A: T2T & TID Programs in place – Complete; SDD Outreach visits & HPD TID Club visits – Work in Progress</p> <p>HP4 B: Complete / Ongoing</p>	<p>HP4 A: Deliver TID Program as approved by the HP Committee & Board</p> <ul style="list-style-type: none"> • Coach Selection, Development & Mentorship • Athlete Selection, Development & Mentorship • Private Training Funding • IST Integration • Competition participation, as appropriate
Training	<p>HP5: Develop an annual Provincial Program for identified athletes at different age groups to build on top of their club programs and accelerate their advancement using the Long Term Athlete Development (LTAD) framework</p>	<p>HP5 A: Work with club coaches and club executives to ensure that they understand the intent and opportunities around the new annual provincial program</p> <p>HP5 B: Develop a small group of core coaches to work with the ID'd athletes during provincial programming camps</p> <p>HP5 C: Develop and hold provincial training program</p> <ul style="list-style-type: none"> ○ Hold training camps for ID'd athletes ○ Have athletes seen by national coaches ○ Have high level officials work with coaches and athletes ○ Extend program to include summer training camps and trials <p>HP5 D: Establish a coach observation program to transfer knowledge throughout the system</p> <p>HP5 E: Remote Club support through partnerships, physical training visitations and virtual training</p>	<p>HP5 A: Complete / Ongoing</p> <p>HP5 B: 4 TID & 2T2T annually – Complete / Ongoing</p> <p>HP5 C: Complete / Ongoing</p> <ul style="list-style-type: none"> ○ Complete / Ongoing ○ Complete / Ongoing ○ Complete / Ongoing ○ Work in Progress <p>HP5 D: Work in Progress</p> <p>HP5 E: Work in Progress</p>	<p>HP5: Re-align LTAD Skills Testing Program to maximize provincial benefit</p> <p>HP5: Introduce BC LTAD Skills Monitoring Program</p> <p>HP5: Deliver TID Program as approved by the HP Committee & Board</p> <ul style="list-style-type: none"> • Coach Selection, Development & Mentorship • Athlete Selection, Development & Mentorship • Private Training Funding • IST Integration • Competition participation, as appropriate <p>HP5 E: Update Canadian Sport Institute Carding criteria</p> <p>HP5 E: Identify athletes and coaches to be carded with Canadian Sport Institute</p>
Competitions	<p>HP6: Elevate the quality of the Provincial Championship experience for ID'd athletes</p>	<p>HP6 A: Invest in Officials development to ensure high quality judging at all provincial competitions</p> <p>HP6 B (New): Create incentives to ensure officiating at provincial competitions is of the highest calibre</p> <p>HP6 C (New): Ensure a meaningful competition for ID'd athletes by inviting a broad range of out-of-province competition at provincial competitions</p>	<p>HP6 A: Ongoing – See Officials Development</p> <p>HP6 B (New): No action to date</p> <p>HP6 C (New): Ongoing</p>	<p>HP6 A: Finalize Officials Mentorship program</p> <p>HP6 A: Develop provincial Officials Assessment program</p> <p>HP6C: Improve delivery of competitions by reviewing event management processes, developing capacity among volunteers and officials and offering regular coach development opportunities</p>

Component	High Performance Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Competitions (cont...)	<p>HP7: Provide opportunities for international exposure and experience for ID'd athletes and coaches</p>	<p>HP7 A: Develop a quadrennial calendar with appropriate international opportunities for targeted age groups and ID'd athletes</p>	<p>HP7 A: Synchro Canada creates calendar of eligible competitions; 6-Year Plan; 2-Year Plan – Complete</p>	<p>HP7 A: Deliver TID Program as approved by the HP Committee & Board</p> <ul style="list-style-type: none"> • Coach Selection, Development & Mentorship • Athlete Selection, Development & Mentorship • Private Training Funding • IST Integration • Competition participation, as appropriate <p>HP7 A: Develop National Team Trials Support program</p>
Integrated Support Teams	<p>HP8: Establish an Integrated Support Team for the provincial program, to ensure that the athletes and coaches have the support services and auxiliary knowledge needed to accelerate the advancement of the athletes</p>	<p>HP8 A: Work with SportMedBC and identified practitioners to develop appropriate testing, education and sport medicine services for the provincial program</p> <p>HP8 B: Ensure that athletes undergo annual Functional Assessments</p>	<p>HP8 A: SportMed BC partnership, Fortius partnership - Ongoing</p> <p>HP8 B: Fortius partnership with TID Program</p>	<p>HP8 A & B: Deliver TID Program as approved by the HP Committee & Board</p> <ul style="list-style-type: none"> • Coach Selection, Development & Mentorship • Athlete Selection, Development & Mentorship • Private Training Funding • IST Integration • Competition participation, as appropriate <p>HP8 A & B: Update Canadian Sport Institute Carding criteria</p> <p>HP8 A & B: Identify athletes and coaches to be carded with Canadian Sport Institute</p>

Area of Emphasis: OPERATIONS: OFFICIALS DEVELOPMENT AND DECK VOLUNTEERS

Goal Statement: Increase the number and competency of all deck officials.

Component	Officials Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Program Leadership	OD1: Review and revise as may be required the composition and mandate of the Officials Committee to ensure proper training and education opportunities for all synchro officials in BC	OD1 A: Develop Terms of Reference OD1 B: Pursue committee representatives with an interest in Officials education and training, and with consideration to regional connections	OD1 A: Complete – to be reviewed OD1 B: Complete / Ongoing – Committee includes representatives from the Island, the Interior and the Lower Mainland	OD1 B: Executive Director regularly attends Officials Committee Meetings
Recruitment and Retention	OD2: Work to create a supportive, professional and respectful culture within competitions in BC amongst deck volunteers and officials	OD2 A: Develop appropriate guidelines and materials to train all deck volunteers and officials in their duties at competitions OD2 B: Develop a team of senior officials to train volunteers throughout the province OD2 C: Review and revise as necessary the role of the Volunteer Coordinators OD2 D: Investigate an online webinar about the duties and requirements for deck volunteers, with examples and video, and encourage clubs to make this available prior to competitions OD2 E: Create and provide adequate training opportunities for deck volunteers OD2 F: Send “thank you” notes to all competition volunteers from Synchro BC OD2 G (New): Explore opportunities to express and share common values within the competition structure (e.g. True Sport)	OD2 A: Work in Progress OD2 B: Ongoing OD2 C: Complete OD2 D: Planned OD2 E: Ongoing - ?? OD2 F: Ongoing – recognition in eSplash OD2G (New): Work in Progress	OD2 G: Officials Development at Annual Summit: <ul style="list-style-type: none"> • New Figures Education • Align with True Sport to nurture a values-based culture • Understanding role of officials and deck volunteers for Parents & Executives • LTAD Education

Component	Officials Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Recruitment and Retention (cont...)	OD3: Develop a recruitment initiative to attract more people to officiating	OD3 A: Develop guidelines for introduction to officiating OD3 B: Provide opportunities for athletes to act as shadow officials at Fun Meets	OD3 A: Planned OD3 B: Ongoing- new opportunities with implementation of additional Regional Fun Meets	OD3 A: Officials Development at Annual Summit: <ul style="list-style-type: none"> • New Figures Education • Align with True Sport to nurture a values-based culture • Understanding role of officials and deck volunteers for Parents & Executives • LTAD Education OD3 B: Create opportunities for athletes to officiate at Regional Fun Meets
Training and Education	OD4: Develop a well-rounded development program to improve Officiating competency and standards	OD4 A: Create mini training videos with commentary that can be accessed during courses or online OD4 B: Create mentoring opportunities for Level 1 & 2 officials at national events held in BC OD4 C: Implement a post-competition debrief system OD4 D (New): Create a progressive officials development plan	OD4 A: Ongoing OD4 B: Ongoing OD4 C: No action to date OD4 D: No action to date - Action: Officials Committee to review current plans and make recommendations	OD4 A: Develop Officials Professional Development webinar series OD 4 C: Develop Officials' post-competition debrief system OD4 D: Officials Committee to review current plans and make recommendations
	OD5: Provide appropriate feedback and mentoring to Officials and Deck Volunteers through assessment and feedback opportunities	OD5 A: Develop Assessment Tools and procedures for use OD5 B: Review reinstatement of provincial statistics program for Levels 1 and 2 Judges OD5 C: Create advancement standards OD5 D: Endeavour to always have pre-swimmers for judges' feedback at all technical events.	OD5 A: Minimal action to date OD5 B: ?? OD5 C: No tangible action to date OD5 D: Ongoing	OD5 A: Officials Committee to review consider appropriate assessment tools that are available or should be developed OD5 C: Finalize Officials Mentorship program OD5 C: Develop provincial Officials Assessment program OD5 D: Event Manager to draft plan to ensure integration of a pre-swimmer system for BC competitions

Component	Officials Development Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Training and Education (cont...)	OD6: Introduction and training of the new Long Term Athlete Development (LTAD) Strategies	OD6 A: Train, educate and certify Officials for LTAD evaluations OD6 B: Provide Officials with LTAD resources	OD6 A: Ongoing – dependent on changes to Skills Testing program OD6 B: Ongoing	OD6 A: Officials Development at Annual Summit: <ul style="list-style-type: none"> • New Figures Education • Align with True Sport to nurture a values-based culture • Understanding role of officials and deck volunteers for Parents & Executives • LTAD Education OD6 B: HPD and SDD Directors to identify appropriate resources for officials
Professional Development	OD7: Provide expanded opportunities for more Officials to learn and improve	OD7 A: Investigate out-of-province opportunities for Officials to attend as Observers or Judge with higher level swimmers OD7 B: Host a national Officials Conference	OD7 A: No action to date OD7 B: No action to date	OD7 B: Officials Committee to consider options and opportunities for presentation to the Board

Area of Emphasis: OPERATIONS: MARKETING, PROMOTIONS & COMMUNICATIONS

Goal Statement: Have three external sponsors by the end of the plan cycle.

Component	Marketing, Promotions and	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Fundraising	MPC1: Ensure that primary fundraising endeavors are designed to support both clubs and Synchro BC	MPC1 A: Activate fundraising opportunities that position both clubs and Synchro BC as the beneficiaries to access a wider range of interest MPC1 B: Promote use of fundraising proceeds to support specific areas of development or interest to give fundraising projects tangible identities and goals	MPC1 A: Raffle Program - Ongoing MPC1 B: No action to date	MPC1 A: Explore new funding sources MPC1 A: Facilitate annual raffle
	MPC2: Promote fundraising opportunities from external sources to clubs, and provide assistance / advice for grant applications	MPC2 A: Gaming grants MPC2 B: Sport BC - KidSport MPC2 C: Canadian Tire JumpStart grants	MPC2 A: Ongoing - Club Excellence MPC2 B: Working Group, eSplash, email distribution, summit MPC2 C:	MPC2 A: Establish Club Excellence Working Group
	MPC3: Support Strategic Plan initiatives through targeted fundraising options (i.e. recruitment and retention by promoting grants that encourage participation)	MPC3 A: Gaming grants MPC3 B: Community Hosting grants & sport development grants MPC3 C: ViaSport <ul style="list-style-type: none"> o Hosting BC grants o Local Sport Development grants o BC Ferries Travel grants o Sport Development grants 	MPC3 A: Ongoing (Virtual Roundtable, eSplash, Conference) MPC3 B: Ongoing MPC3 C: ViaSport <ul style="list-style-type: none"> o Ongoing o Ongoing o Ongoing o Ongoing 	MPC B: Explore new funding sources
	MPC4: Investigate opportunities and promote the use of a Synchro BC project through the National Sport Trust Fund	MPC4 A: Develop project description and promotional materials MPC4 B: Promote extensively through the website and event promotional materials	MPC4 A: No action to date MPC4 B: No action to date	MPC4 A: Meet with Sport BC to discuss potential opportunities
Sponsorship	MPC5: Conduct an analysis of all existing products and internal opportunities with the intention of developing and activating a Synchro BC sponsorship program	MPC5 A: Recruit one or two marketing professionals from the membership (and parents) to help guide initiative	MPC5 A: No action to date	MPC5A: Investigate opportunities to partner with other aquatics sports MCP5A: Recruit marketing professionals within membership

Component	Marketing, Promotions and Communications	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Sponsorship	<p>MPC6: Develop and implement the Synchro BC sponsorship initiative to help support and further Synchro BC programming</p>	<p>MPC6 A: Create a sponsorship proposal with varying levels of support and opportunities for companies to become involved</p> <p>MPC6 B: develop a prospects list through investigation of membership connections, aligned audience and product use</p> <p>MPC6 C: Create a provincial team / program proposal within the larger package to help support the more annualized programming</p> <p>MPC6 D: Investigate opportunities around shared sponsors with other aquatic sports or predominantly female sports or dance (i.e. diving, artistic gymnastics)</p>	<p>MPC6 A: No action to date</p> <p>MPC6 B: No action to date</p> <p>MPC6 C: No action to date</p> <p>MPC6 D: No action to date</p>	<p>MCP6 A: Recruit marketing professionals within membership</p> <p>MPC6 D: Investigate opportunities to partner with other aquatics sports</p>
Promotions	<p>MPC7: Create and use a Synchro BC identity for all public Synchro BC items and promotional vehicles, with the new logo and positioning the sport as athletic, accessible and enabling participants to work towards their personal best.</p>	<p>MPC7 A: Link the website, newsletters, merchandise, event promotion, social media, videos etc. with aligned branding</p>	<p>MPC7 A: Complete / Ongoing</p>	<p>MCP7 A: Develop Communications Strategy that includes a social media strategy, newsletter, website revamp, mainstream media tactics, town hall meetings and webinars</p>
	<p>MPC8: Use every event and various opportunities in communities to promote the sport and the association with key messaging and to build awareness</p>	<p>MPC8 A: Create and activate event promotional tools and processes to promote upcoming events, report results and provide human interest stories to community media</p> <p>MPC8 B: Recognize national stream swimmers at Open and Espoir events</p> <p>MPC8 C: Upgrade on-site publicity and communication tools to give the sport a more professional presence</p>	<p>MPC8 A: Ongoing</p> <p>MPC8 B: Ongoing</p> <p>MPC8 C: Work in Progress</p>	<p>MCP8: Develop Communications Strategy that includes a social media strategy, newsletter, website revamp, mainstream media tactics, town hall meetings and webinars</p>
Communications	<p>MPC9: Create and develop a communications strategy</p>	<p>MPC9 A: Refresh the website to provide an updated image of synchro for the public and a better information platform for the membership</p> <p>MPC9 B: Investigate increased use of preferred social media tools to link more regularly with athletes and coaches</p> <p>MPC9 C: Press Releases</p>	<p>MPC9 A: Complete / Ongoing – website needs another refresh</p> <p>MPC9 B: Complete / Ongoing</p> <p>MPC9 C: Work in Progress</p>	<p>MCP9 A, B & C: Develop Communications Strategy that includes a social media strategy, newsletter, website revamp, mainstream media tactics, town hall meetings and webinars</p>

-Area of Emphasis: OPERATIONS: SYSTEMS & OPERATIONS

Goal Statement: *Achieve operational excellence to enhance member services and growth of the sport.*

Component	Systems and Operations Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Financial Management	<p>OP1: Improve financial oversight and management by recruiting a financial professional to the Board of Directors</p>	<p>OP1 A: Develop the position description, current financial policies and procedures and likely meeting calendar and reporting cycle</p> <p>OP1 B: Determine the internal and external best opportunities for recruiting for the position. Interview candidates and place a name or names before the membership at the AGM.</p>	<p>OP1 A: Complete / Ongoing review</p> <p>OP1 B: No action to date</p>	<p>OP1 A: Review and amend Finance Policy</p> <p>OP1 A & B: Establish Club Excellence Working Group</p>
	<p>OP2: Ensure that all financial policies, procedures and practices are appropriate and meet legislative and</p>	<p>OP2 A: All financial policies and procedures are reviewed and revised as necessary</p>	<p>OP2 A: Complete – revisions to be approved July 22, 2017</p>	<p>OP2 A: Establish Club Excellence Working Group</p> <p>OP2 A: Streamline financial management processes</p>
Human Resources	<p>OP3: Develop a human resource plan to identify current and projected needs for Synchro BC</p>	<p>OP3 A: Review all human resource requirements from the Strategic Plan and normal day-to-day work, and determine the most appropriate split of responsibilities between staff and volunteers and/or committees</p>	<p>OP3 A: Complete – organization restructure Spring 2017</p>	<p>OP3 A: Establish Club Excellence Working Group</p>
	<p>OP4: Ensure that all Employee policies and procedures, and written materials are current, represent successful practices, follow all legislative requirements and provide staff with opportunities for development and continued personal learning and growth.</p>	<p>OP4 A: Review all Employee Policies and Procedures, contract templates, and other materials</p> <p>OP4 B: Conduct all performance evaluations on time and in accordance with appropriate practices. Document all results.</p> <p>OP4 C: Provide opportunities for professional development to employees to help them improve their knowledge and performance</p>	<p>OP2 A: Complete – Club Excellence Working Group / Governance Committee to include thorough review</p> <p>OP2 B: Work in Progress</p> <p>OP2 C: Ongoing</p>	<p>OP4 A: Establish Club Excellence Working Group</p> <p>OP4 B: Establish performance appraisal calendar and process</p>

Component	Systems and Operations Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics										
Partnerships	<p>OP5: Seek out and work with identified partners to find economies of scale and scope in areas such as events, administrative costs, promotion and communication</p>	<p>OP5 A: Create and sell the “Brand”</p>	<p>OP5 A: No action to date</p>	<p>OP5 A: Investigate opportunities to partner with other aquatics sports</p>										
Governance	<p>OP5: Establish Standing Committees as needed to better support the needs of the association, bring appropriate expertise to the table at the time of design and incubation of projects, and to develop sport management skills amongst a larger number of Synchro BC volunteers</p>	<p>OP5 A: Develop Terms of Reference for Synchro BC Committees OP5 B: Develop and implement a recruitment strategy to fill the committees</p> <ul style="list-style-type: none"> ○ Development Committee, with regional representation ○ Coaching Committee – training and education ○ Refresh the Officials Committee ○ High Performance Committee 	<p>OP5 A: Complete</p> <p>OP5 B: Complete / Ongoing</p> <ul style="list-style-type: none"> ○ Complete / Ongoing ○ Complete / Ongoing ○ Complete / Ongoing ○ Complete / Ongoing 											
	<p>OP6: Create revised responsibilities and a new Board of Directors structure to better support the needs of the organization, and to increase the capacity of Synchro BC to implement the Strategic Plan</p>	<p>OP6 A: Review Bylaws and position descriptions for each AGM</p> <table border="0"> <tr> <td><input type="checkbox"/> President</td> <td><input type="checkbox"/> Vice President</td> </tr> <tr> <td><input type="checkbox"/> Finance</td> <td><input type="checkbox"/> Development</td> </tr> <tr> <td><input type="checkbox"/> High Performance</td> <td><input type="checkbox"/> Competitions</td> </tr> <tr> <td><input type="checkbox"/> Coaching</td> <td><input type="checkbox"/> Officials</td> </tr> <tr> <td><input type="checkbox"/> Marketing</td> <td></td> </tr> </table>	<input type="checkbox"/> President	<input type="checkbox"/> Vice President	<input type="checkbox"/> Finance	<input type="checkbox"/> Development	<input type="checkbox"/> High Performance	<input type="checkbox"/> Competitions	<input type="checkbox"/> Coaching	<input type="checkbox"/> Officials	<input type="checkbox"/> Marketing		<p>OP6 A: Work in Progress – Governance Committee</p>	<p>OP6 A: Align Bylaws with New Societies Act and appropriate activities of the Association OP6 A: Governance Committee to review all position descriptions</p>
	<input type="checkbox"/> President	<input type="checkbox"/> Vice President												
<input type="checkbox"/> Finance	<input type="checkbox"/> Development													
<input type="checkbox"/> High Performance	<input type="checkbox"/> Competitions													
<input type="checkbox"/> Coaching	<input type="checkbox"/> Officials													
<input type="checkbox"/> Marketing														
<p>OP7: Review and revise membership categories to include clubs, provide focus to former athletes through an Alumni category and formalize partnerships with organizations who offer programs to synchro athletes.</p>	<p>OP7 A: Revise and present new Bylaws in September 2016 to align with new Society Act OP7 B: Approach BC Summer Swimming Association and BC School Sports about the Affiliate member category</p>	<p>OP7 A: Work in Progress – on target to present amendments at AGM in October 2017 OP7 B: Work in Progress</p>	<p>OP7 B: Nurture relationship with Summer Swim Clubs</p>											

Component	Systems and Operations Strategic Objectives	Proposed Tactics	Status Update	2017-18 Priorities & Revised Tactics
Member Services	<p>OP8: To improve understanding of the various roles in the organization, create member-friendly opportunities to learn about Synchro BC and provide input as needed</p>	<p>OP8 A: Use a variety of opportunities to clarify the role of Synchro BC, clubs and Synchro Canada, and invite feedback as appropriate, including the Website, Newsletters and information at events</p> <p>OP8 B: Provide “how to” information for clubs using Synchro BC materials, and accessing programs, with appropriate credit materials and communication pathways</p> <p>OP8 C: Help develop a club best practices Manual</p>	<p>OP8 A: Town Hall Meetings, Committee structure, social media, eSplash, Club Excellence Working Group - Ongoing</p> <p>OP8 B: Creation of Sport Development Director position to lend support to clubs - Ongoing</p> <p>OP8 C: Work in Progress – Club Excellence Working Group</p>	<p>OP8 A: Develop Communications Strategy that includes a social media strategy, newsletter, website revamp, mainstream media tactics, town hall meetings and webinars</p> <p>OP8 C: Establish Club Excellence Working Group</p>

KEY PERFORMANCE INDICATORS TO 2018 /2019

AREAS and Measure:	2013-2014	2014-2015	2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
SPORT DEVELOPMENT															
Registered Athlete Membership #'s:															
Try-it athletes	126	57	75			85	86		100			125			150
AquaSquirts athletes (<i>Active Start</i>)	72	103	120			135	?		150			175			200
Recreational athletes (<i>FUNDamentals</i>)	286	271	300			325	285		350			375			400
Provincial Stream athletes (<i>L2T / T2T</i>)	141	136	145			150	122		165			180			200
National Stream Athlete (<i>T2T / T2C</i>)	63	60	60			65	91		70			75			80
Recreational Athlete with Disability (<i>FUNDamental</i>)	0	11	15			18	9		21			25			30
Competitive Athletes with Disability (<i>L2T / T2T</i>)	0	0	2			5	5		8			10			12
Recreational Masters athletes (<i>Sync 4 Life</i>)	30	41	45			47	48		50			55			60
Competitive Masters athletes (<i>Sync 4 Life</i>)	72	49	52			55	61		59			63			65
University athletes	38	31	33			35	38		38			40			42
Alumni	0	6	10			15	?		20			30			40
Athlete Membership Retention															
AquaSquirts - % retained athletes	61.4%	50%	51%			52%			53%			54%			55%
Rec - % retained athletes	42.8%	49.1%	50%			52%			54%			56%			58%
PS - % retained athletes	65.1%	67.9%	68%			69%			70%			71%			72%
NS - % of retained athletes	72.3%	75.8%	77%			78%			79%			80%			80%
Master - % of retained athletes	67.4%	56.3%	58%			60%			62%			64%			65%
Adaptive - % of retained athletes	N/A	N/A	50%			55%			57%			58%			60%
Retained athletes – Children (0-12 yrs)*	42.3%	46.4%	48%			49%			50%			52%			55%
Youth (13-17 yrs)*	51.4%	58.3%	59%			60%			62%			64%			65%
Adult (18+)*	56.6%	34.6%	35%			37%			40%			42%			45%
Senior (55+)*	68.4%	88.2%	80%			82%			84%			86%			88%

*ViaSport

AREAS and Measure:	2013-2014		2014-2015			2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change				
General Athlete Membership by BC Summer Games zone:																		
Zone 1	0	0	0			5	17		10			15			25			
Zone 2	88	151	160			165	90		170			175			180			
Zone 3**	250	60	65			70	61		75			80			85			
Zone 4**	89	166	175			185	143		195			205			215			
Zone 5**	178	158	170			180	154		190			200			210			
Zone 6	179	199	205			215	209		225			235			245			
Zone 7	0	0	0			5	0		10			15			25			
Zone 8	17	16	20			23	30		26			29			35			
# of zones with clubs (<i>measures accessibility</i>)	6	6	6			7	7		7			8			8			
Registered Member Clubs providing programs:																		
# of Athlete with Disability	1	2	2			3	3		3			4			4			
# of Recreational	17	16	17			18	17		19			20			21			
# of Provincial Stream	14	11	12			13	12		14			15			16			
# of National Stream	4	6	4			5	7		5			6			6			
# of Master Stream	7	7	7			8	8		8			8			9			
Other Members:																		
Club Executives	46	39	42			45	73		50			55			60			
Volunteers	223	231	250			260	291		275			285			300			
# of pools with programs (<i>measures saturation</i>)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

** Please note that BCSG Zone Geography changed from the 2014 to 2016 BC Summer Games

AREAS and Measure:	2013-2014		2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
HIGH PERFORMANCE															
BC Athletes on National Teams															
AG13-15 Teams	0	0	1	2	+200%	1			1			2			2
Junior	0	1	1	1	+100%	1			1			2			2
Senior	1	1	1	1	+100%	1			1			1			1
% of retained athletes	-66%	100%													
National Stream Teams and Combos in Finals at QUALIFIERS (Top 10)															
AG13-15	0	0	0	0	0%	1	0	0%	2			2			3
Junior	1	3	4	4	+400%	5	3	-25%	6			7			7
Senior	1	0													
AG13-15 & Junior Combo	1	3													
National Stream Teams and Combos in Finals at OPEN & ESPOIR (Top 10)															
AG11-12	1	0	0	0	0%	1	0	0%	1			1			1
AG13-15	1	0	0	0	0%	0	0	0%	1			2			2
Junior	1	3	3	6	+50%	4	3	-50%	4			5			5
Senior	1	0													
AG13-15 & Junior Combo	1	1													
National Stream National Figure Events at QUALIFIERS, OPEN & ESPOIR															
Top 35: AG13 – 15 ***	0	1	1	5	+400%	1	2	-60%	1			2			3
Proceeded to Top 16: AG13 – 15	0	0	0	2	+200%	1	0	-200%	1			1			2
Top 35: Junior ***	0	1	1	3	+200%	1	5	+67%	1			2			3
Proceeded to Top 16: Junior	0	1	1	2	+100%	0	0	-200%	1			1			2

*** Top 25 in 2013-2014 season / Top 35 in 2014-2015 & beyond

AREAS and Measure:	2013-2014			2014-2015			2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change				
Other:																			
Centre of Excellence Trials	1	1	0				1			1			1			1			2

Qualifying Routines to Nationals																			
AG13-15 Solo	2	1	2	2	+100%	2	1	-100%	2			2							
AG Junior Solo	1	1	2	0	-100%	2	2	+200%	2			2							
AG Senior Solo	2	0	1	1	+100%	1	1	0%	1			1							
AG13-15 Duet	1	1	1	1	0%	1	0	-100%	1			1							
AG Junior Duet	1	1	1	3	+200%	1	2	-33%	1			1							
AG Senior Duet	0	0	1	0	0%	1	0	0%	1			1							

AREAS and Measure:	2013-2014	2014-2015	2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
COACHING DEVELOPMENT															
Registered Coaches Membership #'s:															
NONE	31	28	25			20	47		15			10			5
SI – Trained	2	2	4			6	?		7			8			10
SI – Certified	1	1	5			5	14		6			7			5
CI – Trained	33	29	30			30	21		30			30			30
CI - Certified	18	12	15			18	11		20			20			20
Comp Dev – Trained	9	9	10			11	5		12			12			12
Comp Dev - Certified	16	19	20			22	17		25			27			30
Level 4 – Certified	0	0	1			2	?		2			3			3
Level 5 – Certified	1	1	1			1	1		1			1			2
Coach Evaluator	4*	4*	4			4	4		5			5			5
Learning Facilitators	4*	4*	4			4	4		5			5			5
Master Learning Facilitators	1	1	1			1	1		1			1			1
Coaching Courses/Participants:															
Synchro Instructor	0 / 0	1 / 2	3 / 9			4 / 11	1 / 4		4 / 13			5 / 15			6 / 20
Competition Introduction	3 / 14	1 / 6	3 / 10			3 / 10	2 / 20		3 / 10			3 / 10			3 / 10
Competition Introduction - Challenged	N/A	N/A	N/A			N/A	N/A		N/A			N/A			N/A
Competition Development	1 / 5	1 / 2	1 / 3			1 / 3	0 / 0		1 / 3			1 / 3			1 / 3
Coaching Evaluations:															
Synchro Instructor	8	3	5			5	0		6			7			10
Competition Introduction	9	4	5			5	11		5			5			5
Competition Development	1	8	2			2	0		2			2			2

*Kate Rader, Stephanie Campbell, Morgan Smith & Erin Fitchett

AREAS and Measure:	2013-14			2014-2015			2015-2016			2016-2017			2017-2018			2018-2019			Plan Target Over 4 Years
	Actual	Actual	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change				
OFFICIALS DEVELOPMENT																			
Registered Officials Membership #'s:																			
Judge: Level 1 Certified	12	4	6				8	26				10				14			20
Level 2 Certified	13	10	10				11	7				12				13			14
Level 3 Certified	1	2	3				3	4				3				4			4
Level 4 Certified	3	3	3				3	1				3				4			4
Level 5 Certified																			
FINA G	0	0	0				1	1				1				1			1
FINA B	0	0	0				0	0				0				0			0
FINA A/UANA	3	3	3				2	3				1				1			1
Referee	17	14	16				18	2				20				21			22
Judging Courses/Attendees																			
Judge Level 1	2 / 19	3 / 13	2 / 10				3 / 12	2 / 3				3 / 15				3 / 15			4 / 15
Judge Level 2	0	1 / 3	1 / 3				0	0 / 1				1 / 3				0			1 / 4
Judging Evaluations																			
Judge Level 1	N/A	N/A	5				6	0				7				8			8
Judge Level 2	N/A	N/A	1				1	0				2				1			3
MARKETING, PROMOTIONS AND COMMUNICATIONS																			
Synchro BC Sponsorship (#)	0	0	1				2	0				2				3			3
Synchro BC Sponsorship (\$)	0	0	3K				4K	0				5K				7K			10K
Partnerships (#)	16	16	17				18					19				20			21
Synchro BC Donations (\$)	0	\$1,000.00	1K				1.5K	\$50				2K				3K			4K