The SPIRIT
of the
BC Lacrosse Association Community

Communication Plan

Draft 2.1
February 10, 2008

1   Summary

This Communication Plan describes how the BCLA is going to communicate the right messages, to the right people, at the right time. It sets out our communication goals, stakeholders and strategies, as well as specific communication activities and timeframes.

This Communication Plan describes:
- BCLA communication objectives
- How those objectives will be accomplished
- The timeframes and effort involved
- How we will measure success

A clear Communication Plan is vital to the success of the BCLA. It can also be critical to the success of our projects, as it can ensure that all our athletes, volunteers, staff, partners, and other stakeholders, where appropriate, are kept properly informed of the progress of our projects and operations.

1.1   Why use a Communication Plan

As the BCLA has a wide variety of stakeholders, it is worthwhile creating a formal plan for the communication of key matters.
- By communicating in a structured fashion, we will ensure that the communication needs of each stakeholder are properly met.
- This plan does not negate the need to communicate informally, by a variety of methods, as well.
- Combinations of formal and informal methods of communicating are essential to the success of the BCLA in meeting our objectives.

1.2   Current status of communication in the BCLA

The BCLA uses a wide variety of both formal and informal communication methods and channels to conduct its operations.
- The formal methods used in the past have been effective most of the time. The BCLA has grown stronger and more diverse over the last 15 years which would not have been possible with dysfunctional communication.
- Surveys have indicated that improvements are both desirable and sought after by our members.
- Historically, organization support has been primarily directed from top down with formal methods of communication.
- It is now believed that we can make use of virtual technologies capabilities to better support lateral as well as upward communication and feedback in both formal and informal manners.

2   Introduction

This communication plan is primarily in support of internal communication of the BC Association. While external and/or marketing/public relations-related communication are important to the BCLA, they are peripheral to this document and touched on only when they overlap with the preparation and/or distribution of materials developed primarily for the benefit of our internal communities.

This document relates to the concept of communication in the normal English context of the word rather than in its possible usage as a strictly marketing or public relations term:

Com·mu·ni·ca·tion
the activity of communicating; the activity of conveying information;
1. the act or process of communication;
2. the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs
3. a document or message imparting news, views, information etc.

Throughout this document several terms are used to describe the nature of the environment of BCLA volunteer work.

vir·tu·al
simulated on a computer or computer network
- In business, the term is often used to refer to any form of non co-located working including remote team working, multiple site organization collaboration, remote and/or home working, and geographically dispersed operations.
- In lacrosse we have all of these characteristics in almost all aspects of our operations.

Best Practice
A technique or procedure that, through experience and the sharing of ideas and resource, has proven to reliably lead to a desired result.

Community of Practice
The concept of a community of practice (often abbreviated as CoP) refers to the process of social learning that occurs when people who have a common interest in some subject or problem collaborate over an extended period to share ideas, find solutions, and build innovations. It refers as well to the stable group that is formed from such regular interactions.

Wiki
A wiki is software that allows its users to create, edit, and link web pages easily. Wikis are often used to create collaborative websites and to power community websites.

Blog
Short for "Web log," a specialized website that allows an individual to share a running log of events and insights with online audiences.

Thought Leader
A term used to describe a person who is recognized among their peers for innovative ideas. One who demonstrates the confidence to promote or share those ideas as actionable distilled insights.

Instant Messaging
A text-based computer conference over the Internet between two or more people who must be online at the same time.

CAIRO
An acronym to describe a formal method of planning communication. The letters stand for what must be involved in the approval steps put in place in a formal plan:

- *Consult*
- *Approve*
- *Inform*
- *Responsible*
- *Zer0 (those with no involvement in the decision*

Cascading Communication
The process of communicating to key thought leaders and well-connected individuals and having them spread the message further than it could possibly be done on a face-to-face or personal basis by small number of staff or volunteers.

2.1 Background

This Communication Plan has been created in the context of pursuing the BCLA Mission through the promotion of effective communication between our members and other internal stakeholders.

At our four year planning session held in Dec 2007, we have reaffirmed our mission, values and vision for lacrosse in the Province of British Columbia and, collectively, these form the cornerstone of this Communication Plan which is designed to:
- Provide overall direction and purpose for internal communication
- Advance the BCLA's Vision through consistent reinforcements of our Values.

OUR VALUES: **SPIRIT**

Sportsmanship **P**assion **I**ntegrity **R**espect **I**nnovation **T**rust

OUR VISION: That the **SPIRIT** of Lacrosse is experienced
By every person living in the Province of British Columbia.

OUR MISSION: Leading the way, we support and develop the lacrosse community and its collective culture to learn, to play, to develop, to compete, to educate, to train, to have fun, and to succeed by providing lacrosse programs and services throughout the Province of British Columbia.

2.2 Situation Analysis

This section is a "SWOT" describing BCLA **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats that exist with respect to our communication environment. That is, this is not a complete SWOT as prepared as part of the BCLA 4-year planning session, but rather a Communication Specific analysis.

Clearly identifying this "Situation Analysis" with respect to communication specific areas is imperative, so that we can have a complete picture of the environment in which we issue formal communication.

Strengths	Opportunities
Governance Structure **AGM** **Awards Banquet** **Lacrosse Talk Newspaper** **Ongoing Evaluation including leadership session** **Many existing communication channels**	**CoP expansion** **Best Practices program** **Balanced Scorecard** **Improved stakeholder program awareness** **Improving our public profile** **SPIRIT of Lacrosse as promotion vehicle** **Use of virtual meeting and communication tools to improve communication effectiveness** **Communication with other community groups** **Build a true learning community** **Build on internal "Volunteer" brand**
Weaknesses	**Threats**
- Tuning the frequency of information transfer - Tuning the volume of information transferred - Web site hard to navigate and use 4-yr plan not extensible to grass roots - We don't fully utilize the power of "Story Telling" - Current culture seen as too Process/Procedures biased - Current culture see as being too risk adverse - Current culture seen as being resistant to change - Incentive and reward system not effective enough - Politics seen to dominate over facts and results - Communication with schools - Communication with community at large	- Messages not being interpreted as expected - Breakdown in team culture - Communication crisis - Fan forum misuse leads to litigation

2.2.1 Strengths

- **Governance Structure** which is both member-driven and member-governed is conducive to communication-based virtual operation
- **AGM** gives face-to-face balance to governance and community building process
- **Awards Banquet** is exemplary among provincial sport organizations
- **Lacrosse Talk Newspaper** is best of breed in the Canadian Sporting Sector

2.2.2 Opportunities

- **establish CoP** as primary peer-to-peer communication channel
- **establish "Best Practices" program** through CoP channel
- **Use the Balanced Scorecard** to proactively work on improvement
- **Improving stakeholder project awareness**
- **Improving the public profile** and knowledge awareness concerning lacrosse in general (this item is not addressed in this plan which concentrates on internal communication)
- **Build a Learning Community** in which learning experiences and knowledge that is developed is passed in all directions and becomes part of the normal process of volunteer working.
- **Build Internal Volunteer Brand** strengthening our internal reputation of what it means to be part of the BCLA.

2.2.3 Weaknesses

- Tuning the frequency and volume of information presented to the exact needs of each individual recipient
- Our website has an abundance of information (over 2,300 documents/pages) but is found by some members to be hard to navigate; and use and the format (presentation) of some information is not easy to use
- at our current stage of implementation, our Balanced Scorecard is not extendible to our grass root membership
- We don't fully utilize the power of "Story Telling" – what are those "good news" stories out there?
- A survey has shown that our leadership members perceive the BCLA's current culture as being too Process/Procedures-oriented rather than being more Athlete-centred.
- A survey has shown that our leadership members perceive the BCLA's current culture as being too afraid of risk and relying too much on conventional ideas
- A survey has shown that our leadership members perceive the BCLA's current culture as being resistant to change rather than anticipating needed change
- A survey has shown that our leadership members perceive the BCLA's does not have an effective enough incentive and reward system
- A survey has shown that our leadership members perceive the BCLA's current culture as being one where politics dominate over facts and results in the decision making process.
- Communication with schools and other community groups

2.2.4 Threats

- Messages not being interpreted as expected
- Breakdown in team culture as the organization grows, old power structures are diminished as the association grows, and diversification in membership and geographic dispersion.

Existing Communication Flows and Primary Communication Channels

BCLA
Communications Map
showing principle existing channels and main direction flow
(# = Approx head count)
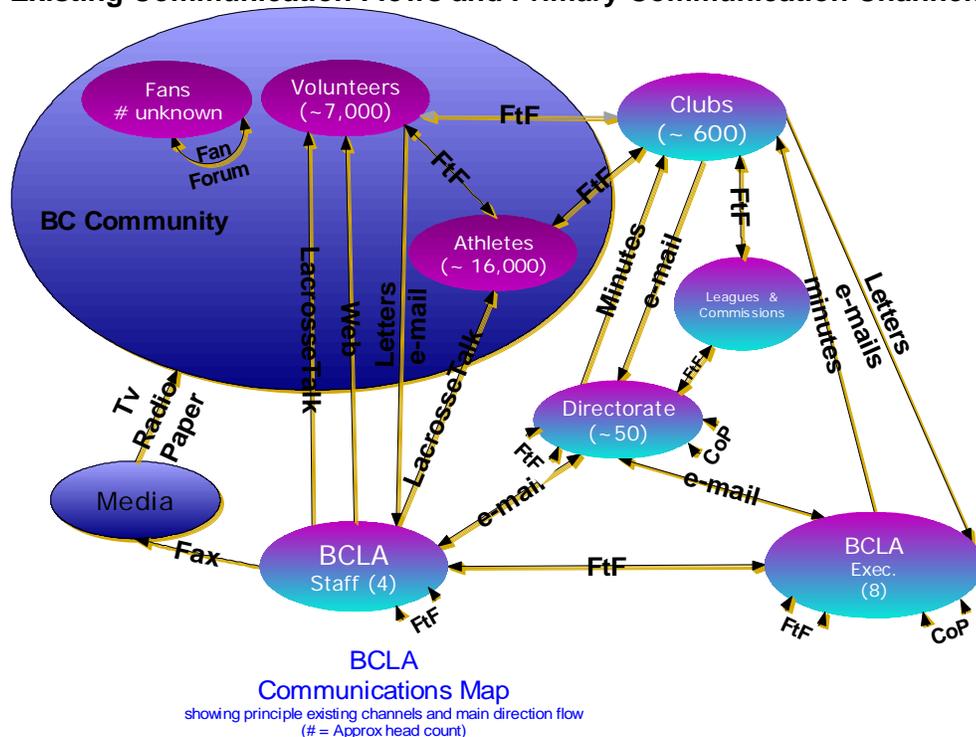
- Note that we do not touch the community at large:
  - LacrosseTalk and Fan Forum are poor vehicles for reaching the public at large
  - Our website is not currently construed as a marketing vehicle but as an internal communication link for administrative purposes
- We have no easy way of tuning information specifically to the needs of different target groups.
- Our communication vehicles are either primarily one-to-one (letter; email) or broadcast (minutes, newsletter). Historically, we have not had an effective many-to-many/peer-to-peer communication vehicle.
- We are not currently using peer-to-peer communication channels (commission to club; club to local members; club to club; position to position) to the greatest extent possible –
  - Our support has historically been primarily in delivery of a passive instrument (the directory of names and numbers).
  - Existing virtual technology has been used primarily for document storage and access rather than dialogue and messaging between team members.

- Virtual CoP technology has been rolled out but has not yet become primary communication channel. It is intended that this will become our primary "many-to-many" vehicle.
- We provide a link to a fan forum for fan-to-fan communication but the content is uneven in quality and sometimes information is posted that is inflammatory, dangerous or just wrong.
  - This attempt at providing public communication puts our association at some degree of risk (both reputation and potential litigation).
  - One of the recommendations of this plan is that the Fan Forum be dissolved in favour of other communication channels.
- Our website and other electronic channels are used primarily for administrative and notification purposes and not for "story telling" or community building purposes.

3   Recommendations

3.1   Volunteer Technical Support Group

The BCLA is missing a formal body for the support and benefit of our administration and operations volunteers.
- A Technical Support group in this area is the single most important step that this origination can take along the path towards creating a true Learning Organization culture.
- This body is essential for establishing and cultivating new organizational norms in peer-to-peer and collaborative communication and work systems.

3.2   Community of Practice

The Community of Practice should be developed as our main tool for virtual peer-to-peer communication.

Primary Recommendations:
- Expand and extend the use of CoP (make more communities available for specialty areas of expertise and expand enrolment numbers in some general communities)
- Initial groups should be started by thought leaders (when we have a critical mass of users, we must encourage members to request start –up of their own communities)

- Early seeding of conversations should be encouraged (by thought leaders, directorate/technical support group leaders, staff and board)

  Secondary Recommendations:
  - The CoP should be enhanced to include a rudimentary calendar
  - The CoP should be enhanced to include an Instant Messaging facility
  - The CoP structure should be enhanced to include rudimentary Task Management
  - The CoP structure should be enhanced to include a 'wiki' capability to address the need of having an online Best Practice repository

3.3   Best Practices Program

Using virtual media becomes our primary knowledge dissemination tool for governance, operations and instruction type briefings.
- The CoP structure should be enhanced to include a 'wiki' capability to address the need of having an online Best Practice repository

3.4   Technical Support Group Sessions

These should be moved back to the AGM.
- The power and importance of the BCLA AGM must continue to be built
- In a communication model that uses a number of virtual methods and technologies, the importance of the annual face-to-face, long-session opportunity for story-telling, community building, and collaborative planning and work sessions cannot be over emphasized.

3.5   Communication Committee

A committee of the board should be created and made responsible for Crisis Communication Plan
- A proactive stance to crisis communication should include a tip sheet for volunteers responsible for public communication regardless of their position in the Lacrosse body.

3.6   Fan Forum Eliminated

The fan forum is a source of potential litigation and/or source of disrepute for the BCLA and its members.
- We are reliant on the judgment and lack of mistake by one individual to prevent problems of this kind and are thus exposed to an unknown degree of risk.
- There have also been problems with simply "incorrect" information being posted and resultant backlash from community members who relied on this information believing it to be official BCLA position.
- The proposed elimination should be addressed and any final recommendation determined as part of the responsibility of the Communication Committee).
- One useful function of our existing Fan Forum – that of event announcement – would be replaced by the "BC Lacrosse Insider" (see recommendation page 12) with the benefit of being under control of authorized members of the association rather than being open to anyone who signs up to the forum.

3.7   Board, Directorate and Technical Group Leader "Buy-in"

Elected official level support is critical to the success of this plan and steps must be taken to ensure their support
- The alignment process should begin by sharing the core communication document with the Directorates/Technical Support Groups and soliciting – and ultimately incorporating – these cross-functional groups' input.

- At this time, it is also important to make sure that members of Directorate/Technical Support Group teams understand their role in the communication process and the importance of "walking the talk".

3.8 Engage All Leaders

A cascade communication plan should be used that has more face-to-face meeting of staff and BCLA Executive at Directorate and Technical Group meetings. The aim should be to encourage leaders at this level of the organization to repeat consistent messages to their contacts. The plan should incorporate:
- Talking (face-to-face) to these stakeholders often;
- Providing them with training and tools; and
- Making thought leaders a primary communication channel for "stories" and other community-building communication.
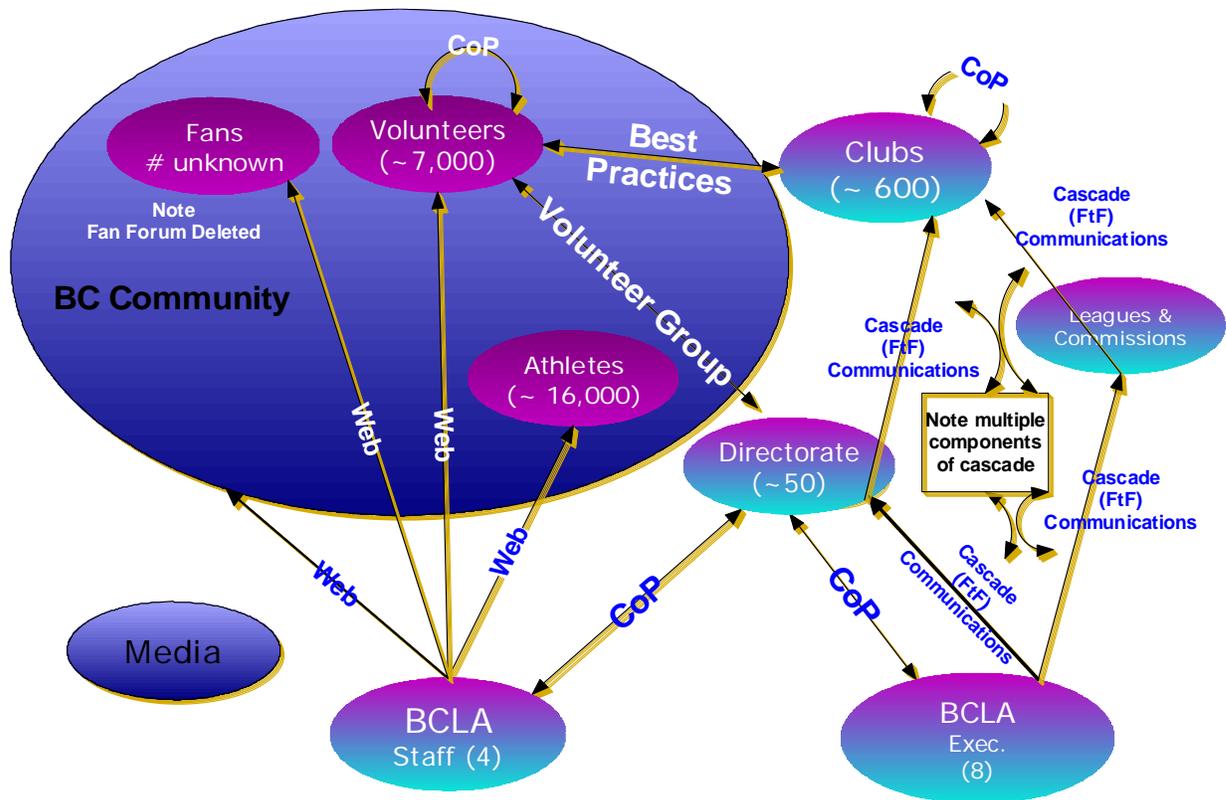
3.9 Virtual Media for Meetings

The BCLA explore greater use of electronic media for meetings.

- A review of needs versus the capabilities of the existing facility (i.e., on-line conferencing software - Elluminate) as compared to alternative products and/or technologies should be done as soon as possible.
- Upon final selection of technology, training of directorate/technical support group/commission/league personnel should be done one directorate at a time so we can gain experience and internal feedback in order to develop best practices for meeting management using this type of technology.
- To start, it is recommended that we train "virtual meeting co-ordinators" to handle the technology rather than interfere with the roles of the Chair or Secretary in a live meeting situation.

3.10 Cascade Communication to coexist with Enhanced Virtual Communication

The BCLA Executive and BCLA Staff should make use of the Directorate Meetings as a primary channel for face-to-face communication between board and other leaders of the association.
- Schedules should be arranged for Executive members to rotate through Directorate and Technical Support Group meetings.
- In addition to the use of Cascade Communication, this Plan has made reference to increased use of CoP for peer to peer communication and use of the Website as more than just an administrative tool.
- The new areas of communication are shown on this map:

CoP
Fans # unknown
Volunteers (~ 7,000)
Best Practices
Clubs (~ 600)
CoP
Note Fan Forum Deleted
BC Community
Volunteer Group
Cascade (FtF) Communications
Athletes (~ 16,000)
Leagues & Commissions
Cascade (FtF) Communications
Note multiple components of cascade
Directorate (~ 50)
Cascade (FtF) Communications
Web **Web**
Cascade (FtF) Communications
Web
Web
Media
CoP **CoP** Cascade Communications
BCLA Staff (4)
BCLA Exec. (8)

Additional Communications Map
showing recommended additions to the CoP, Best Practice, Web channels, and Cascade Communications Channels
and new Volunteer Technical Support Group
(# = Approx head count)

3.11 Virtual Hall of Fame

The BCLA should establish an on-line (virtual) Hall of Fame.

- This 'facility' would give online access to the story behind each of the organizations Awards (for example who was "Tom Gordon" whose name graces our top award? Who was the Dorothy that the Bursary is named after?).
- Winners of provincial level awards should be listed (if available a brief commentary would be a valuable addition)
- In addition, this would be come the repository for stories about ourselves and the characters who have played important roles in our history – the stories by Stan Shillington (Down Memory Lane) are the type of piece that deserve more prominence in a public (rather than administrative) part of our web
- This should be the start of a public face of the BCLA – an area almost totally lacking from our existing web presence.
- This should become our primary online "story telling" vehicle.
- This section should also provide links to educational sites and other resources about the great game of lacrosse.

3.12 Communication Audit

An audit should be performed in 2010 to determine usefulness of this plan and determine and to point directions for needed improvements.

- This audit should be divided in two parts with the second part being a "re-run" of the cultural survey that was taken in 2008

- A potential design for the Communication Audit instrument can be found in the appendices of the full report

3.13 External Marketing

External marketing, sponsorships, etc. should remain the direct responsibility in the program and administration layer of the Director of Marketing under the direction of the Executive Director.
- The proposed Communication Committee should be designed with the responsibility in areas of internal communication and only used for external practice in the case of crisis communication.

3.14 Formal Communication Process

A best practice should be determined for use in new large-scale programs.
- This should include use of a tool such as the CAIRO model and other relevant techniques referenced in this communication plan.
- External marketing should consider the recommendations in this report re SPIRIT 'branding' and greater emphasis on promotion of athletics internally to determine if any of these are relevant to the external marketing of the BCLA.

3.15 Sport and Volunteer Community Involvement

BCLA involvement is strengthened and the BCLA, especially though our Executive Director, continues role as key contributor to the larger BC sport and volunteer community. Some examples of this involvement include the Sport BC, 2010 Legacies Now, SportWeb and VolWeb community initiatives.

3.16 Media Tips

Develop a Media Tips guide and make sure that spokespeople for both the BCLA and our member organizations are familiar it.
- Suggestion: the Colorado Non-profit Association Working with the Media Non-profit Toolkit available at www.ColoradoNonprofits.org under Resources might be used as a starting point for developing a BCLA specific-document.

3.17 Lacrosse Talk Volunteer Leadership Column

To build a new process requires work. This traditional print vehicle can point users to our virtual systems and serve as a reminder to systems users, as well as to give pointers to the best that our Community of Practice and Best Practice virtual systems have to offer.
- Volunteer Leadership Discussions that involve BIG BCLA objectives (e.g. Conflict Prevention and Resolution; Succession Planning)
- BC Page: BCLA website and invitation to join BCLA Volunteer Virtual Mailing List

3.18 Volunteer Leadership e-Newsletter

A vehicle to encourage use of our volunteer services should be used to build a critical mass of regular users and activities in our Communities of Practice and Best Practice virtual systems during their early days.
- Based on the idea that everyone can be a leader.
- Focus on grassroots volunteers, particularly in minor box and youth field.
- Leadership Topic of the Month
- Volunteer Leadership How-to's
- Call to Action
- Upcoming Dates and Events Links

- Links to Resource Attachments, Podcasts etc.
- Contact information

3.19 BC Sports Participation Program Deliverables

Hire a Volunteer Support Program Contractor

3.20 BC Sports Participation Program Deliverables

Train the Contractor and work together to develop action plans based on this work plan

3.21 BC Sports Participation Program Deliverables

Modify the existing BCLA website is into a more user-friendly, organized structure and design and that the BCLA staff and volunteer leaders ensure that the membership knows where and how to find the information on the site.

3.22 BC Sports Participation Program Deliverables

Create a knowledge-sharing system by encouraging volunteers to use the Community of Practice as a vehicle to share their concerns, their passion, and their expertise.

3.23 BC Sports Participation Program Deliverables

Develop and implement communication strategies to ensure that communication flows from the provincial office to the current and potential local lacrosse volunteers and back.

3.24 BC Sports Participation Program Deliverables

Standardize and make available all existing printed information resources in a manual, on the BCLA website, and on the CoP site.

3.25 BC Sports Participation Program Deliverables

Explore, compile and share internal and external association and club best practices with the BCLA volunteer membership.

3.26 BC Sports Participation Program Deliverables

Create and implement strategies to continue ongoing dialogue to develop stronger internal relationships between the BCLA provincial leaders and the local community volunteer members.
- Leadership Sessions – Regionally delivered.

3.27 BC Sports Participation Program Deliverables

Create and develop relationships with the volunteer service agencies.

3.28 BC Sports Participation Program Deliverables

Provide conflict-management protocols and procedures be further explored, developed, and communicated to the BCLA membership.

3.29 BC Sports Participation Program Deliverables

Continue to research and apply for additional funding of this Volunteer Support Program.

3.30 BC Lacrosse Insider (weekly)

A weekly posting should be used to create general interest in the Community of Practice through recognition of events and interesting postings, new groups etc.

- The focus will be to highlight new virtual information offerings to build awareness and get "eyeballs" looking at the new offerings.
- The weekly message should be posted to the CoP indicating activities and where new items of interest have been posted to the web site of CoP.
- Early in the adoption of the enhanced virtual technologies, until a critical mass of users and activity is reached, there should be encouragement from the BCLA staff and BCLA volunteer leaders to make use of the new technologies.
- Rather than just exhortations to use the facility, general CoP postings should be made pointing to where new information of potential interest can be found
- Target: All volunteers and large volunteer groups (e.g. Minor Directorate)
- Eliminates a major step in access: we bring info to volunteers, vs. them making and effort to go to the website.
- Scroll is limited; info goes down/all info is piled together.
- This will work in tandem with the BCLA website and possibly COP
- All announcements will have a button and an archived section on website.
- Hyperlinks will allow interactivity with the website.
- Divided by consistent information sections every issue.
- Announcements, awards, resource updates, event announcements
- Updates in Risk Management and other Sport BC info
- Membership and other deadlines
- New trainings and resources
- Featured announcements from local associations
- This facility would be designed to replace one useful function of our existing Fan Forum – that of event announcement – while still being under control of authorized members of the association rather than being open to anyone who signs up.

3.31 Communication Handbook

The communication plan and materials included in this draft should be combined with other materials (collected and developed according to the recommendations of this plan) into a full BCLA Communication Handbook.
- The handbook should be maintained by Staff in collaboration with our community through our Best Practices initiative called for in this plan.

3.32 Balanced Scorecard

The BCLA Four Year Plan (2008- 2012) includes a section detailing performance indicators that forms the basis of our organizational performance 'scorecard'.
- This information should be used proactively to help manage our programs and initiatives and not just reported on once a year as part the Annual Report presented at the AGM.
- Progress against the four-year plan (and upcoming milestones) should be regularly reported through the relevant Community of Practice in each case.
- Progress may be visually represented through graphs or charts of a balanced scorecard on our web site and at each of the Association's as well as being reinforced through messages from the Executive Board and Directorate levels.
- The concept of the Balanced Scorecard should be extended for use by the individual directorates
- Member clubs should be encouraged to adopt a version of the balanced scorecard for there own use and to, where applicable, tie in to objectives and measures that cascade down from their directorates.

3.33 Athlete Promotion

Our athletes, and our game itself, should be featured predominantly on our web site.

- As part of the web design, a section designed for external (and for that matter internal) promotion of both our finest athletes and our most delightful players should be added (with limits due to the Personal Information Protection Act).
- Information relevant to athletes (i.e., educational opportunities, scholarship opportunities, etc.) to create more interest from the athlete to become more involved with the BCLA.
- This simple communication step could go along way in addressing a perception among our own leaders that we are not focused enough on our athletes.

3.34 Web Redesign

Redesign the web site for greater ease of use

- See also Virtual Hall of Fame and Athlete Promotion recommendations
- Ideas to consider:
    - Section for Educators
    - Include link to CBC Archives for Teachers @ http://archives.cbc.ca/ACT-1-41-824/sports/lacrosse/educational_activities/
    - Wiki for best practices
    - Blog for "The Lacrosse Leader"

3.35 Cascading Planning

At the 2008 AGM, the Saturday morning session should be devoted to Directorate level planning. This planning should build on the work already done for the 2008-2012 4-year plan, as well as be supplemental and based on directorate/technical support group specific initiatives and/or initiatives that the each directorate/technical support group wishes its constituents to work on at the league, club or association level.

3.36 Encourage Self-Development in communication expertise

We need to build the ability and skills of volunteers at all levels to successfully build a community of practice philosophy so that the BCLA becomes a true learning community. Continued leadership sessions and workshops at the AGM and other optional meetings should be held back-to-back with Directorate/Technical Support Group meetings where possible.

3.37 Create a BCLA Volunteer Brand

We need to build an internal reputation of what it means to be part of the BCLA. A plan should be developed to build on the progress we have made in determining and clarifying our mission, vision and values. We must make the SPIRIT of lacrosse much more than a mere slogan – it must become second nature to the way we act and feel about ourselves as members of the BC Lacrosse community. The development of this plan is not covered in this document but will be developed and described in a separate document. At its heart, our member brand is a new language for us to tell our story – to members as well as all other stakeholders. This is not just about the transmission of facts, but the marketing of the idea and values upon which our organization is built.

4 Communication Timeline

A preliminary timetable for the implementation of the recommendations included in this plan is shown on the following pages.

BCLA Communication Plan
2008 Targets and Timelines

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
1) Volunteer Technical Support Group	7	Design role	Inclusion in Communication Plan	Jan 21	x	VSPC
		introduce at planning session	Awareness & general agreement	Jan session	x	ED
		Introduce at leadership session	Buy in from by leader group	Mar sess.		ED
		Board Appoints Temp Leader	Leader in place	April 2008		VP Development
		Initial set up complete	Ready for formal Tech Group. setup	July 2009		Vol. Leader
		Volunteer Tech Support Group	New group ratified at AGM	Oct 2009		VP Development
2) Community of Practice	7	See also BCSPP Deliverable #4	-	-	-	-
		Look at alternative technologies	Recommended short list	Jan 21		VSPC
		Revamp CoP	Roll Out updated system	Feb 15		ED VSPC
3) Best Practices Program	8	See also BCSPP Deliverable #7	-	-	-	-
		Determine initial categories	Draft Implementation Plan	Jan 25		VSPC ED
		Decide on Technology	Subscription Signed	Jan 28		ED
		Draft initial Best Practices	Roll out on virtual media	Feb 15		VSPC
4) Technical Support Groups to AGM	7	Initial communication with Chairs	Acknowledgement of concerns	Jan 28		Treasurer
		discussion @ Planning session	Formal & informal side discussions	Feb 16		Treasurer
		Seek formal Agreement	Tech group special meeting motions	Sept 30		Treasurer
5) Communications Committee	8	Complete plan	Draft forwarded to board	Feb 28		VSPC
		Board deliberation	ratification	Mar 2008		Treasurer
		Committee begins work	First meeting committee	Apr 2008		BCLA Exec
6) Fan Forum eliminated	8	See also 18) Improve Web site	-	-	-	-
		Discuss hosting alternatives with BCLA webmaster	List of alternative strategies	Jan 28		VSPC ED
		Board review	Board Decision	Mar 2008		Treasurer
7) Board & Directorate Leader Buy-in	8	Introduce to Minor Directorate	Presentation at meeting	Jan 28		Treasurer
		Introduce to Senior Directorate	Presentation at meeting	Feb 2008		Treasurer
		Introduce to Field Directorate	Presentation at meeting	Feb 2008		Treasurer
		Introduce to Coaches	Presentation at meeting	Mar 2008		Treasurer
		Introduce to Officials	Presentation at meeting	Mar 2008		Treasurer
8) Engage all Directorate Leaders	9	Communicate need for increased communication	FTF communication at AGM	Oct 2007	x	CLC
		Informal discussions	FTF communications at Planning Session (Step 2)	Feb 16		ED Treasurer
		Formal intro – **see Deliverable #8**	-	-	-	-
		Survey Leaders on usage	Survey completed by mix of users and	Jun 2008		ED

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
			non users			
9) Virtual media for meetings	9	Research alternative conferencing technologies	Draft Report	Jan 28		VSPC
		Needs Discussion	Informal Survey of leaders at Planning Session	Feb 16		ED VSPC
		Implementation Decision	Plan for going ahead or dropping program for now	Feb 28		ED VSPC
10) Cascade Communications	9	Develop Standard Procedure	Draft plan submitted	Feb 7		VSPC
		Gain Board Support	Board agreement in principle	Feb 2008		Treasurer
		Adopted	Board had tentative attendance schedule in place	Mar 2008		ED
11) Virtual Hall of Fame	10	Preliminary Discussions	VP Promo "in principle" buy –in	Jan 28		VSPC
		formal plan	Draft submitted	Feb 7		VSPC
			Board Agreement	Feb 2008		VP Promo
		Roll Out	Virtual Hall on line	Oct 2008		VP Mrkt.
12) Communications Audit	10	Draft Audit Plan	Draft submitted	Mar 15		VSPC
		Final Audit Plan complete	Plan agreed	Mar 31		VSPC ED
		First Communications Audit	Audit complete and analysed	Jun 2009		ED
13) External Marketing	11	External Mrkt communications incorporate Values (SPIRIT) of lacrosse	Buy in by Staff	Jan 2009		ED
14) Formal Communication	11	Complete CAIRO document	Draft submitted	Mar 15		VSPC
		Adopted as best practice	Posted to Best Practices Web	Mar 31		ED
15) Sport & Volunteer Community Involvement	11	**See also BCSPP Deliverable #9**	-	ongoing	-	ED
		Increased BCLA member community involvement	-	ongoing		ED BCLA Exec Directorate Leaders
16) Media Tips	11	Complete Recommendations	Draft Submitted	Mar 15		VSPC
		Adopted as best practice	Posted to Best Practices Web	Mar 31		ED
17) LacrosseTalk Volunteer Leadership Column *– a regular column should be included in our newspaper to promote the use of BCLA leadership resources*	11	Develop Content Format and Interactivity Format	-	Jan 08		CLC
		List Content Ideas (aligned with objectives)	Preliminary complete and confirmed with ED	Dec 07		CLC ED
		Write	Article Complete for Publication deadline	Feb 1		ED
		Integrate with Web Site Technology and Content	Link to Best Practices Web	Mar 2008		VSPC
		Integrate with COP if applicable	PDF of March issue and archives to be uploaded to Web Site	Mar 2008		VSPC

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
		Layout of content plan for the balance of 2008	Synopsis developed and agreed to	Mar 2008		VSPC ED
18) Volunteer Leadership E-newsletter *– once a month from Coaches desk*	11	Develop Content Format and Interactivity Format	-	Nov 07	x	CLC
		List Content Ideas (aligned with objectives)	-			CLC ED
		Write	-			
		Integrate with Web Site Technology and Content	Web link in place	Feb 2008		VSPC
		Integrate with COP if applicable	Available on CoP	Feb 2008		VSPC
19) BCSPP Deliverable #1 *Hire a BCLA Community Leadership Coach Hire a Volunteer Support Program Contractor*		Create job description and publish job opportunity	Job Description published	Sep 2007	x	ED EC
		Executive Director (ED) / Executive Committee (EC) to interview and hire	Project leader Hired	Sept 4 /07	x	
		Terminated Leadership Coach Position	-	Dec 15 /07	x	ED /EC
		Hired Volunteer Support Program Contractor (VSPC) to complete Year 1	Contract signed	Jan 4 – Mar 31 /08	x	ED BCLA Exec. VSPC
20) BCSPP Deliverable #2 Work Plan *Train the Contractor and work together to develop action plans based on this work plan*		Meet with WSPC, ED, and EC to review program and develop action plan	Action Plans reviewed, developed and in place	-	x	ED/EC/VSPC
		Action plans in place	Action plans presented at the BCLA Leadership Session	Dec 1-2/07		ED/EC/VSPC
		-	Four Year Planning Session including Volunteer Support Program Strategies	Dec 1-2/07		ED/EC/VSPC
		-	Four Year Draft Plan Posted to Leadership Group (posted to CoP)	Jan 18/08		ED
		-	Four Year Action Planning Session (Step 2)	Feb 16/08		ED/EC/VSPC/ facilitator
21) BCSPP Deliverable #3 Web Site *Modify the existing BCLA website is into a more user-friendly, organized structure and design and that the BCLA staff ensure that the membership knows where and how to find the information on the site.* **See also: 35) Improve Web Site**		Meet with BCLA Staff to identify needs and gaps with the current BCLA Website	Initial feedback from ED	-	x	ED
		-	Meeting with SportWeb.ca to discuss separate Community Volunteer website to link with CoP	Nov 14/07		ED
		Website Redesign Plan, including new Site Map	Meeting with Webmaster to discuss re-design	Dec 14/07		ED
			Initial draft of website changes	Jan 21/08		VSPC

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
22) BCSPP Deliverable #4 CoP *Create a knowledge-sharing system by encouraging volunteers to use the Community of Practice as a vehicle to share their concerns, their passion, and their expertise.* **See also: 2) Community of Practice**		Beginning with the volunteer list in the BCLA Directory, set up the Community of Practice area for the Volunteer Support Program. This will be an ongoing process as volunteers request access to the site.	Directorates, Technical Support Groups, BCLA Executive, other committees set up in CoP	Feb 15		ED
		Become the "expert" in facilitating the Community of Practice areas by attending training sessions with SportWeb.ca personnel	SportWeb.ca initial training completed. Ongoing training as required	ongoing		VSPC
		Meeting with Drew Mitchell, SportWeb.ca to discuss volunteer specific website linked to CoP for the volunteer support program.	Identified gaps in current CoP	Nov 14/07	x	ED
			Beta Test new SportWeb.ca CoP technology	Jan 16/08		ED / VSPC
		Individual Requests to long-standing association presidents to share their best practices – job descriptions, timelines, and other volunteer materials	Received manuals and other pertinent volunteer resources from Coquitlam, North Okanogan, Saanich	Mar 15		ED / VSPC
23) BCSPP Deliverable #5 *Develop and implement communication strategies to ensure that communication flows from the provincial office to the current and potential local lacrosse volunteers and back.*		Cultural Characteristic Audit	Conducted Cultural Characteristic Audit; Executive Summary produced and posted on CoP	Apr 07		VSPC
		Develop Communication Plan	Draft near completion; Have had consultations with Communications experts in external organizations; See CoP points above	Jan 21 /08		ED
		Link information between the BCLA Website and the CoP "members only" area	Concept of CoP at the grass root level presented at 2007 BCLA AGM.	Oct 17-19 / 07	x	ED /VSPC
		Working with the Marketing Director, create a section in Lacrosse Talk, the BCLA's quarterly national newspaper to disseminate information to the membership	Volunteer section in Lacrosse Talk Completed	Sep/Dec/07 /Mar 08 editions volunteer section		ED
		Identify other means of communication between BCLA & community volunteers	Draft Communication Plan	Jan 21 /08		Ed

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
24) BCSPP Deliverable #6 *Standardize and make available all existing printed information resources in a manual, on the BCLA website, and on the CoP site.*		Research all of the printed resources (hard and electronic versions) currently available in the BCLA Provincial Office	Currently developing list of current available resources and "wish list"	Mar 15		VSPC ED
		-	Working on Field Provincial Host Manual, Team BC Program Manual, job descriptions / timelines	Mar 15		VSPC / ED
25) BCSPP Deliverable #7 *Explore, compile and share internal and external association and club best practices with the BCLA volunteer membership.* **See also: 3) Best Practices Program**		Provide a list of possible resources that would assist associations / clubs by researching established lacrosse associations / clubs in both field and box disciplines	List developed of possible resources to request from lacrosse associations.	Nov 1/07 (on-going)		VSPC
		Solicit all BCLA member associations to share best practices, providing examples of the types of resources requested. Stress the importance of sharing innovative strategies that could be adopted by other associations / clubs.	LacrosseTalk articles	Sept 2007 Dec 2007	x	ED
			ED Year End report encouraged all members to share their best practices.	Oct 07	x	ED
		External Best Practices - compilation	Girl Scouts Volunteer Leadership Pgm; New Zealand National Volunteering ins Sports Strategy	Mar 15		ED
26) BCSPP Deliverable #8 *Create and implement strategies to continue ongoing dialogue to develop stronger internal relationships between the BCLA provincial leaders and the local community volunteer members.* *Leadership Sessions – Regionally delivered*		With assistance from the BCLA Leadership, create opportunities for discussions with the key stakeholders to ensure the continued stability and growth of the organizational systems so that ongoing dialogue and collaboration is maintained between the provincial and local associations.	Key Volunteers brought together for the BCLA Leadership Session (2008-2012 strategic planning session).	Dec 1-2 /07	x	ED BCLA Exec Staff, Directorate Leaders Tech Support Lead. Expert Facilitator
			Four Year Action Planning Session (Step 2)	Feb 16/08		ED BCLA Exec Staff, Directorate Leaders Tech Support Lead. Expert Facilitator
		Develop content design and deliver	Delivered to 4 regions of BC (LM, Island, Interior North)	Mar 31/08		ED/VSPC and BCLA Exec Reps
27) BCSPP Deliverable #9 *Create and develop relationships with the*		The BCLA and/or Community Leadership Coach will enrol in Volunteer Service agencies	Registered with VolWeb	Nov 07	x	ED

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
volunteer service agencies. **See also: 16) PSO & Community Involvement**		The Community Leadership Coach will meet with voluntary sector reps to research volunteer tools (best practices) and communicate the BCLA's Volunteer Support Program to these agencies.	Attended International Leadership Association Annual Conference – Excellent networking opportunities (VanCity, SportWeb, Universities, etc.)	Nov 07	x	CLC
28) BCSPP Deliverable #10 *Provide conflict-management protocols and procedures be further explored, developed, and communicated to the BCLA membership.*		Prepare conflict management protocols and procedures resource materials, and make available to the BCLA Membership	Attended Justice Institute Session on Conflict Resolution	Oct 13/07	x	CLC
		Provide opportunities for conflict management training sessions	Introduction to Conflict Management workshop conducted at the 2007 AGM morning session; compiled and distributed info package at session	Oct 07	x	CLC
			Workshop results posted on CoP and mailed to all attendees (150 members)	-	x	CLC
			Conflict resolution best practices research in external organizations and with CR experts.	Mar 15		
29) BCSPP Deliverable #11 *Continue to research and apply for additional funding of this Volunteer Support Program.*		Canadian Lacrosse Association potential funding opportunities	Application submitted – CLA regarding the Heritage Canada Sport Canada Funding potential – included national Volunteer Support Program	Mar 30		ED/ CLA
		Submit proposals for funding opportunities	Proposal to HRSDC currently being reviewed	Feb 1	x	ED
			Working on proposal to the McConnell Foundation	Mar 30		ED
			Working on proposal to VanCity Credit Union	Mar 30		ED
			CLA Proposal for Heritage Grant includes Volunteer Support Program at a National Level.	Mar 30		ED
30) BC Lacrosse Insider (Weekly) *– once a week from Coaches desk*	12	Develop Content Format and Interactivity Format	-	Nov 07	x	CLC
		List Content Ideas (aligned with objectives)	-			CLC ED

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
		Write	-	-		ED
		Integrate with Web Site Technology and Content	Web link in place	Feb 2008		VSPV
		Integrate with COP if applicable	Available on CoP	Feb 2008		VSPV
31) Communications Handbook *Internal and External Communications*	13	Review information from other BCLA resources – media and internal communications	-	Jan 17	x	VSPV
		Draft	Submitted to ED	Jan 21	x	VSPC
		Final Full Version	Submitted to ED	Jan 28		VSPC
		Highlight Version for Members (action only items – philosophy etc stripped)	published	Feb 16		Ed
		Published to Best Practices	Available on line	Mar 31		VSPC
32) Balanced Scorecard *Performance Indicators from 4 year plan used to proactively manage the BCLA's affairs*	13	Determine actions required to meet 4-year plan targets	Action Plans developed	Feb 16		BCLA Leaders
		Presented to Membership at large	Posted to CoP	Mar 15		VSPC
33) Athlete Promotion	14	Develop plan to promote athletes on our web site	Plan developed	Mar 15		VSPC
		Web roll out	New site in place	Mar 31		ED
34) Improve Web Site	14	**See also BCSPP Deliverable #3**	-	-	-	-
		See also 7) Eliminate Fan Forum	-	-	-	-
		Web Site Usability Study and Content Analysis	-	Dec 07		CLC
		Web Site Communications Plan	Draft submitted	Jan 28		VSPC
		Review external web sports sites and other web sites	-	Dec 07		CLC
		Beta test and review SportWeb technology and new services	-	Jan 2008		VSPC ED
		Create a quantifiable list of desired content (eg. X # of pages for Parents and Players)	Annotated Planned web map complete	Feb 8		VSPC ED
		Functional Requirements Plan	Draft plan agreed to	Jan 28		VSPC ED
		Get estimates for web site re-design and sign contract	-	Feb 7		ED

Objective or Deliverable	Plan Page	Event or Activity	Measurable Target	Timeline	Done	Responsibility
		Compile new content, review for accuracy	New pages ready for upload	Feb 28		VSPC ED
		internal & external PR campaign	"New" launch	Mar 2008		VSPC ED
36) Cascading Planning	14	Thread at 2008 AGM		Oct 2008		Treasurer ED
37) Communication Skills Development	14	Thread at 2008 AGM		Oct 2008		ED
38) Create a BCLA Member Brand	14	Develop plan	Plan submitted	Mar 31		VSPC