



ASPC Strategic Plan

2023 - 2026

Below you will find the draft **ASPC Strategic Plan** developed by the Executive Committee.

The raw data and comments that were shared during the strategic planning sessions are also available on the Jamboard:

<https://bit.ly/ASPCDraftStratPlan>



MISSION

- ✓ To elevate sport centers globally through collaboration and innovative leadership.

VISION

- ✓ Pursuing excellence through sharing expertise and experiences globally.

VALUES

- ✓ **Collaboration:** We will enhance relationships at every opportunity.
- ✓ **Excellence:** We will continually seek, to do and be, better.
- ✓ **Respect:** We will treat everyone with care and concern.
- ✓ **Responsibility:** We will be answerable and accountable.





AREA OF FOCUS 1

Community



COMMUNITY

Area of Focus 1

Sport performance centre leaders (and whole staff) committed to sharing, learning and collaborating to improve centre practices

1. Grow and develop the **ASPC Forum** and continental forums
2. Increase **dialogue** between members outside of forums
3. Increase **visitations** between members
4. Increase participation of members in **ASPC activities**
5. Engage **members in regular feedback** to inform ASPC initiatives
6. Have significantly **grown our membership base**
7. Create a **central resource** for knowledge sharing created and accessed regularly by members (*be a river not a reservoir - information flows through*)
8. Better serve our members through sharing **sustainability knowledge and management practices**
9. Have a larger **influence in the high performance sport world**



MAJOR INITIATIVES

(the how)

COMMUNITY

Major initiatives (the how)

- 1**
 1. Ensure Forum bid guidelines are up to date
 2. Develop guidelines for continental forums
 3. Develop Forum content to meet the needs of the members
 4. Explore collaborative initiatives with our communities that have responsibility and resources so we can learn from each other
 5. To implement a holistic approach to coaches and athletes' development to achieve results in a sustainable way

- 2**
 - A. Facilitate continental/regional forums in between biennial forum
 - B. Joint reciprocal agreements between members (e.g. Japan)
 - C. Promote Workshops of interested topics outside of the forums

COMMUNITY

Major initiatives
(the how)

- 3
 - A. Revitalize the Mike English exchange program to support visits between members
 - B. Encourage top centres to offer visits to their centres as part of their contribution to the ASPC

- 4
 - A. Update committee Terms of Reference to identify that each continent is encouraged to have at least one member on a working group
 - B. Promote committee opportunities to members
 - C. Include member data gathering as part of membership renewal; keep contact info/links up to date

COMMUNITY

Major initiatives
(the how)

- 5**
 - A. Annual member survey for feedback
 - B. Feedback through newsletter
 - C. Standing feedback agenda item for all continental forums

- 6**
 - A. We have significantly grown our members
 - B. We will increase our membership to 150 in three years and to 200 in six years

- 7**
 - A. Platform for knowledge sharing identified and developed
 - B. Other initiatives to be identified

COMMUNITY

Major initiatives
(the how)

8.
 - A. We have facilitated a sustainable infrastructure with our members
 - B. We have developed and shared guidelines and best demonstrated business practices related to a “green” future (*ie., waste/food, cleaning materials, thermal or solar energy, LED lighting etc.*)
 - C. We have used a variety of technology platforms to better serve our members and advance high-performance sport
 - D. We have engaged in *regular (monthly)* communications with our members through sharing of information (*ie., sharing of successful practices, research, webinars, e-newsletter*)

COMMUNITY

Major initiatives (the how)

9.
 - A. We have a larger influence in the high-performance sport world
 - B. We will develop clear and concise messages for communication to the high-performance world (*ie., importance of sport, of excellence, of governments role in supporting sport, of protection of “safe sport”, of hearing the athlete/coach voice, etc.*)
 - C. With staff we have capacity to grow, strengthen and increase our reach, influence and relevance
 - D. We have 2 full time staff to shepherd our work on a day-to-day basis, improving project management and delivery
 - E. ASPC invited speakers/guests to international sport organization conferences
 - F. Interact with the global community to create synergies between other organizations to benefit our membership
 - G. We have coordinated and collaborated with other organizations to implement best practices



AREA OF FOCUS 2

Governance



GOVERNANCE

Area of focus 2

An association dedicated to matching the constantly advancing standards of good governance and adopting better practices.

1. Have established a strong **financial foundation**
2. Modernize the **constitution**



MAJOR INITIATIVES
(the how)

GOVERNANCE

Major initiatives
(the how)

- 1
 - A. We have established a strong financial foundation (*with multiple streams of income established such as sponsors, grants, membership fees, etc.*)
 - B. We have established a Committee to “sell” and promote the ASPC to identified corporate sponsors; we have secured € 200, 000 in annual revenue

- 2
 - A. Committees have been established to do the work (*beyond the expertise of the Board*) between meetings
 - B. Clear terms of reference and accountabilities developed
 - C. Adoption of appropriate policies (*conflict of interest, business practices, audit, social media, screening and security – vulnerable persons*)
 - D. Establish strong and active working groups / Committee capitalizing on the expertise of our members

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VISION

Pursuing excellence through sharing expertise and experiences globally.

COLLABORATION

We will enhance relationships at every opportunity.

EXCELLENCE

We will continually seek, to do and be, better.

RESPECT

We will treat everyone with care and concern.

RESPONSIBILITY

We will be answerable and accountable.

AREAS OF FOCUS 1 - COMMUNITY

Sport performance centre leaders (and whole staff) committed to sharing, learning and collaborating to improve centre practices

AREAS OF FOCUS 1 - GOVERNANCE

An association dedicated to matching the constantly advancing standards of good governance and adopting better practices.

ACCHIEVEMENTS

There is a bright future for the ASPC and we will be successful when we:

MAJOR INITIATIVES (the how) - COMMUNITY

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9. Have a larger in **fluence in the high performance sport world**

MAJOR INITIATIVES (the how) - GOVERNANCE

- Have established a strong **financial foundation**
- Modernize the **constitution**

Offer guidelines and criteria for the establishment of new centers