
Ontario Cerebral Palsy Sports Association

STRATEGIC PLAN

2016-2020

**Vision
2020**



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INTRODUCTION

We are pleased to present **VISION 2020**, the 2016-2020 Strategic Plan for the Ontario Cerebral Palsy Sports Association. OCPSA plays a key role in the para-sport delivery system in Ontario and has emerged as a leader in the para-sport movement in Canada.

Although a relatively young organization, OCPSA has supported the success story of Canadian athletes within the cerebral palsy family for 35 years, with world record holders, national champions and even Paralympic medalists in para-athletics and boccia.

While we are proud of our past success and the strength of the organization today, OCPSA recognizes that the sport landscape is evolving at an exciting rate. The time was right to embark on this strategic planning process to engage our stakeholders in building a collective vision for the future of OCPSA... **VISION 2020**.

Vision 2020 charts the direction of the organization over the next four years in its pursuit of continued excellence both on and off the field of play. The long-term strategic goals and objectives presented herein are a combination of the emerging themes from the stakeholder engagement process and alignment with both the Long-Term Athlete Development (LTAD) model and *Game ON - The Ontario Government's Sport Plan*.

Our vision is clear and compelling – “a future where athletes with disabilities are an integral part of the sporting realm...and where people of all abilities are engaged in sport and physical activity for life”. This will take the collective efforts of everyone who makes sport happen at every level across the country. As we move forward with our strategic plan, we ask that you join OCPSA in its vision to help Ontarians get active through sport.

We would like to acknowledge and thank our membership, board of directors, staff and key stakeholders for their contributions to the creation of this plan. We are proud to be undertaking this initiative and are excited for the future of para-athletics and boccia in Ontario.

A COLLABORATIVE PROCESS

The process to develop the 2016-2020 Strategic Plan utilized a comprehensive stakeholder approach to planning. In fact, stakeholders were involved in every step of the process to determine how we could best work together to advance our sports in Ontario while improving organizational capacity and sustainability.

Extensive Stakeholder Engagement

- A strategic planning committee was established to lead the process.
- Two working groups were established with carefully selected stakeholders representing a broad cross-section of the communities we serve.
- 100 structured interviews and surveys were conducted with 80 OCPSA members and 20 external stakeholders.
- Two full-day strategic/LTAD planning retreats were held - each was attended by a diverse group of 30 stakeholders.

Diverse Stakeholder Participation

- Internal stakeholders (i.e. OCPSA's membership) included: athletes, parents, coaches, officials/classifiers, sport assistants, board members, and other volunteers.
- External stakeholders included: community clubs, PSOs/NSOs, treatment and rehabilitation centres, government agencies, volunteer associations, and sport partners.

MISSION

OCPSA believes in the value of sport and that sport builds success in all aspects of life. Through high performance, competitive and recreational sporting opportunities, OCPSA empowers children and adults within the cerebral palsy family to achieve wellness, personal growth and individual excellence. To that end, OCPSA recruits, develops and supports athletes, coaches and volunteers; increases public awareness; and facilitates equal opportunity in sport.

VISION

Our vision is a future where athletes with disabilities are an integral part of the sporting realm...and where people of all abilities are engaged in sport and physical activity for life.



STRATEGIC DIRECTION: ATHLETE AND SPORT DEVELOPMENT

Vision 2020:

Guided by OCPSA's Long-Term Athlete Development (LTAD) Implementation Plan, OCPSA will deliver the highest standards in amateur athletics and boccia programming for athletes within the cerebral palsy family in the Province.

By embracing LTAD as the cornerstone of our sport programs, OCPSA will ensure that aligned and systematic pathways exist to support the development of athletes at all ability levels and all stages of LTAD, in order to maximize participation, performance and lifelong engagement in sport and physical activity.

Key Focus Areas:

- Participation
- Development
- Excellence

PARTICIPATION

Goal:

Provide quality opportunities for Ontarians to participate in recreational and competitive para-athletics and boccia as athletes, coaches, officials, classifiers, sport assistants, and other volunteers, ensuring they not only develop the fundamental skills and confidence necessary to participate in sport, but also receive positive LTAD stage appropriate experiences that encourage participation for life.

Objectives:

- Communicate and implement the LTAD vision to ensure that stakeholders have a good understanding of LTAD, what it means for OCPSA, and how each stakeholder fits into the LTAD matrix.
- Reduce barriers to entry in sport for athletes with CP and similar disabilities through public awareness of abilities and opportunities to participate, and access to tools and resources that support participation and integration.
- Strengthen partnerships within the sport community to establish and support new grassroots sport programming for athletes with CP and similar disabilities at the early initiation stages of LTAD, as well as cross-promote existing opportunities to participate.
- Build partnerships with organizations/institutions that support the early childhood years (not necessarily sport-related), to use the game of boccia as a vehicle for the development of physical literacy in children with disabilities.
- Strengthen the network of capable coaches, officials, classifiers, sport assistants, and other volunteers who support and sustain the participation of athletes with CP and similar disabilities in sport.
- Increase retention focused initiatives that encourage continued participation and engagement in sport, from First Contact to Active for Life and any stage in between.

Participation Outcomes

Greater Awareness	➤	Reduced Barriers	➤	Greater Access	➤	More Athletes Participating
Greater Partnerships	➤	More Programs	➤	Greater Opportunity	➤	More Coaches & Volunteers Supporting Participation



DEVELOPMENT

Goal:

Provide the right training and support, by the right people, at the right time, in the right environment. For OCPSA, this means providing the best possible sport experience to all participants (athletes, coaches, officials, classifiers, sport assistants, and other volunteers) by establishing LTAD as the basis for the development of para-athletics and boccia for athletes within the CP family in Ontario, and developing and supporting each participant to their fullest potential as they progress through each stage of the LTAD pathway.

Objectives:

- Improve the connectivity of those involved in the delivery of para-athletics and boccia for athletes with CP and similar disabilities in order to increase access to quality opportunities for skill development, competition and athlete support.
- Support optimum coach development to increase the quality of coaching available to guide and develop athletes with CP and similar disabilities through each stage of their athletic careers.
- Strengthen the capacity of officials and classifiers to support fair, safe and equitable competition through the development of skills and knowledge appropriate for the athlete’s stage of development and level of competition.
- Improve the development and support of able-bodied sport assistants who are integral to the participation, performance and overall sport experience of athletes with CP and similar disabilities.
- Support meaningful, stage-based competition for athletes within the CP family at the appropriate competition level (from early-stage competitive play to high-performance) through greater competition exposure, greater program cohesion, and greater opportunities to compete.
- Build club capacity to provide effective training and competition programs in para-athletics and boccia for athletes within the CP family in Ontario across all LTAD stages, through expert consultation, tools, resources and support.

Development Outcomes

Strong Pathways	➤	Greater Skilled Coaches, Officials & Classifiers	➤	Optimal Support Team
Strong Programs	➤	Greater Quality Training & Competitions	➤	Optimal Athlete Development
Strong Clubs	➤	Greater Opportunities to Train & Compete	➤	Optimal Sport Experience

EXCELLENCE

Goal:

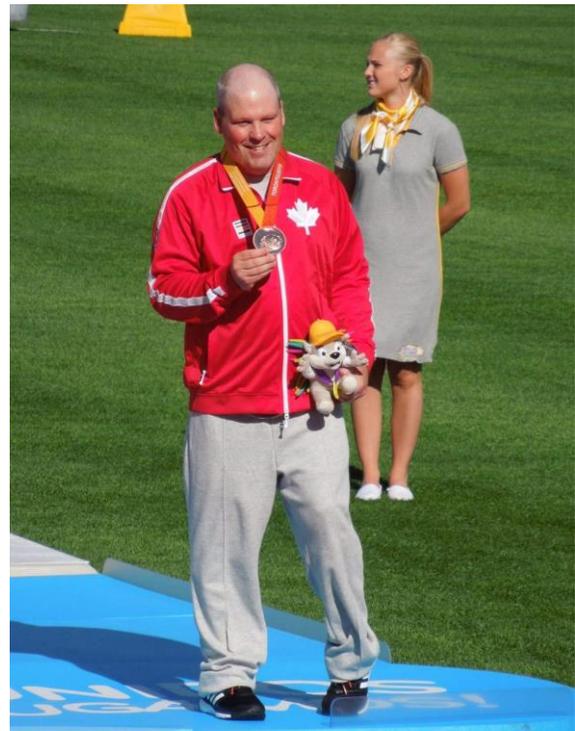
Support the achievement of excellence in para-athletics and boccia by Ontario athletes with CP and similar disabilities through the delivery of optimal high-performance programming, designed and structured around LTAD principles, in order to systematically prepare the athlete and his/her support team for the highest levels of domestic and international competition.

Objectives:

- Strengthen and support a world-class high-performance program for OCPSA's athletes to optimize athletic performance and maximize competition success at national and international levels.
- Develop and support world-class, high-performance coaching and technical leadership to shape elite athletes with CP and similar disabilities and drive athletic excellence.
- Enhance the daily training environments to support world-class performances of OCPSA's athletes.
- Increase access to world-class competitive opportunities for athletes with CP and similar disabilities in order to improve athletic performance and excel in competition.
- Provide world-class support to OCPSA athletes to enhance capacities, optimize the overall sport experience and maximize athletic performance.

Excellence Outcomes

Advanced Pathways	➤	Sophisticated Coaching & Technical Leadership	➤	Elite Support Team
Advanced Environments	➤	Sophisticated Facilities & Technologies	➤	Elite Athletes
Advanced Programs	➤	Sophisticated Training, Competitions & Support	➤	Elite Performances





STRATEGIC DIRECTION: ORGANIZATIONAL STABILITY

Vision 2020:

OCPSA will continue to be a leading force in the delivery of para-athletics and boccia sport programming for athletes within the cerebral palsy family in the Province. To that end, the OCPSA Board and Management will work together to strengthen governance, improve organizational processes and systems, and achieve financial stability.

By improving the long-term health of the organization, OCPSA will be increasing its capacity to further its mission and bring the very best in para-sport programming to its membership for this generation and the next.

Key Focus Areas:

- Governance and Leadership
- Processes and Systems
- Fund Development

GOVERNANCE AND LEADERSHIP

Goal:

Strengthen OCPSA's governance structure and practices, improve Board engagement, and develop and empower leadership to ensure that OCPSA remains an efficient, effective and accountable organization that successfully delivers on its mission for the benefit of its membership.

Objectives:

- Implement a new governance model that enables OCPSA to operate more effectively by making greater use of sport-specific management committees (i.e. two sub-committees of the board), each with authority related to their respective sport (i.e. para-athletics and boccia).
- Implement a succession plan for board membership, retirement and recruitment to ensure board members retire in rotation, are continually refreshed with new members and new ideas, and are evaluated regularly based on predetermined performance and engagement metrics.
- Establish a Nominations Committee to oversee board member identification, selection, management, succession, and evaluation, including evaluating the board's make-up as a whole in order to ensure that a wide cross-section of individuals are recruited based on predetermined criteria/characteristics.
- Develop and implement strategies to enhance board leadership, such as conducting ongoing prospect/volunteer review sessions to identify potential leaders who have linkages, affluence, influence and time (LAIIT), and ideally, also visibility and fundraising experience.
- Establish an ongoing corporate memory and business record of the day-to-day operations of the organization to ensure a seamless transition through any personnel or role changes.
- Implement strategies to increase awareness of important governance responsibilities and related volunteer opportunities within OCPSA, thus encouraging more members to stand for election to the governing body and/or providing more opportunities for members to get involved in governance.

Building success in life through sport

Empowerment ❖ Acceptance ❖ Friendship ❖ Self-esteem
Self-worth ❖ Health ❖ Wellness ❖ Active Living

PROCESSES AND SYSTEMS

Goal:

Strengthen OCPSA's management processes and systems to ensure that the organization is efficiently and effectively using its available resources to achieve its mission and, therefore, functioning optimally.

Objectives:

- Amend OCPSA's constitutional documents, and policies and procedures, to address the voluntary restructuring of the organization's governance model and the implementation of the LTAD initiative.
- Demonstrate leadership by making necessary adjustments to OCPSA's governance and operations, and applicable constitutional documents, to ensure compliance with the proposed revisions to the Ontario Not-for-Profit Corporations Act.
- Establish/revise operating policies and procedures, as required, to ensure transparency and accountability relating to risk management, financial management, fundraising, communications, sport administration, and volunteer involvement.

FUND DEVELOPMENT

Goal:

Increase and diversify OCPSA's charitable revenue through an enhanced fundraising agenda that is realistic and attainable based on the organization's past and current fundraising performance and capacity to effectively manage an enhanced fundraising program.

Objectives:

- Integrate OCPSA's current fundraising program into a uniformed revenue development strategy centered on the establishment of a major gifts program.
- Maximize outcomes from OCPSA's existing donor base by strategically selecting and pursuing an initial top prospect pool of at least 50 (major and leadership potential supporters) for highly personalized major gift cultivation and solicitation.
- Strategically mine OCPSA's existing donor base to identify (and continuously refresh) a pipeline of app. 100 high-capacity donor prospects to ensure there are enough 'feeder' prospects for the 'top prospect pool' to meet goals for major gift cultivation and solicitation.
- Establish and fully integrate a planned giving program within the larger major gifts program to optimize individual donor results, strengthen OCPSA's long-term strategic position and build an endowment fund for the organization.
- Maximize individual donor potential by presenting blended gift strategies, where possible, to prospective donors through a strategic focus on 'combination giving' (i.e. membership, annual, monthly, major and planned giving, etc.).
- Systematize a sponsorship and grants program to acquire single and multi-year commitments from corporations, foundations and governments for designated program support.
- Utilize social media and e-Philanthropy technology as essential strategies to increase awareness, engage constituents, nurture online communities and facilitate peer to peer fundraising.
- Develop and implement strategies to address factors which may affect fundraising success, such as: brand awareness; staff and volunteer leadership; philanthropic culture; case for support; engaged prospects; meaningful stewardship; and resources to support growth.



STRATEGIC DIRECTION: VOLUNTEER DEVELOPMENT AND SUPPORT

Vision 2020:

Volunteers will continue to be a valuable and essential part of the OCPSA team. Coaches, officials, classifiers, sport assistants, board members, fundraisers, mentors, and ambassadors: they are all vital partners in program delivery. By developing and supporting them in their roles, OCPSA is enhancing the quality and quantity of programs it is able to offer and, therefore, is strengthening its ability to enrich the lives of its membership and stakeholders.

Key Focus Areas:

- Volunteer Advancement
- Volunteer Engagement

VOLUNTEER ADVANCEMENT

Goal:

Build and develop a strong community of volunteers, ensuring that OCPSA meets their needs and interests with fulfilling roles and provides each volunteer with the right tools and support for the job.

Objectives:

- Implement a structured Volunteer Development Program to support the recruitment, orientation, training, supervision, and recognition of volunteers.
- Provide meaningful appreciation for the contributions of all volunteers through a structured volunteer recognition program designed and implemented based on industry best practices.

VOLUNTEER ENGAGEMENT

Goal:

Ensure that every volunteer has meaningful opportunities to contribute to the work of OCPSA, is appreciated for their commitment, and has an enjoyable and rewarding volunteer experience.

Objectives:

- Establish a mentorship program to support and enrich the overall volunteer experience by pairing of less experienced volunteers with more experienced mentors, linking volunteers in different geographic locations and providing support for CP-specific issues.
- Develop and implement strategies to sustain the involvement of retired/retiring athletes in sport through greater opportunity to volunteer as mentors, ambassadors, coaches, officials, etc.
- Develop and implement strategies to increase the engagement of volunteers in communications and fundraising activities (e.g. athlete ambassadors provide compelling OCPSA endorsements).
- Continually evaluate and deliver initiatives that celebrate athletes, coaches, etc., such as sport awards, sport scholarships and/or achievement programs.



STRATEGIC DIRECTION: COMMUNICATIONS AND MARKETING

Vision 2020:

OCPSA will have a powerful presence and social impact in para-sport communities throughout Ontario and beyond. By investing in effective and integrated communications and marketing strategies, OCPSA will be increasing its capacity to identify, inform and inspire the involvement and support of new and existing stakeholders in the mission of OCPSA and thus improve the platform for program awareness and delivery.

Key Focus Areas:

- Stakeholder Communications
- Fundraising Communications

STAKEHOLDER COMMUNICATIONS

Goal:

Build a strong public profile for OCPSA and ensure that OCPSA's members and stakeholders are better informed and better engaged through more effective communications and marketing.

Objectives:

- Provide members and stakeholders with timely, need-to-know information.
- Implement targeted communications and marketing strategies to generate greater public knowledge of OCPSA and greater awareness of the OCPSA brand.
- Improve communications content and build greater audience engagement through systematic strategies based on who OCPSA's audience is, and what that audience wants and why.
- Establish a social media strategy to increase OCPSA's public exposure and create integrated experiences between OCPSA and its members and stakeholders that include a Facebook page and Twitter profile at a minimum.
- Optimize the use of digital communications to improve messaging effectiveness (i.e. frequency, relevancy, follow-through, cost, etc.), including eNewsletters at a minimum and, potentially, email communications, greeting cards, postcards and video postcards.
- Make greater use of videos within OCPSA's overall content strategy, i.e. for continuing education, event/competition memorialization, live streaming, and integration opportunities (note: research suggests that 74 percent of all Internet traffic will be by video by 2017).



FUNDRAISING COMMUNICATIONS

Goal:

Ensure that OCPSA employs a fully integrated, mutually reinforcing, communications and fundraising strategy with consistent and compelling messaging throughout.

Objectives:

- Establish a process for implementing and maintaining consistent cross promotion of communications and fundraising messaging and branding.
- Develop and implement a stewardship communications program for major and planned giving donors to promote donor loyalty through regular communications that demonstrate results, accountability and transparency.
- Develop and implement an intensive schedule/calendar of communications activities to ensure donor relationships are significantly reinforced through consistency and optimal frequency of contact/messaging, which ideally should be on a monthly basis.
- Expand e-Philanthropy activities by extending OCPSA's online presence to third party websites such as CanadaHelps.org, the Canadian Book of Charities and others for listings, profiles and gifting integration.
- Establish and promote a peer to peer fundraising program to empower OCPSA's members, stakeholders and supporters to leverage their personal and professional social networks to raise awareness and generate support for OCPSA.
- Effectively promote planned giving opportunities in print, web and other media to members, donors, volunteers, and other stakeholders.

