

# Strategic Plan

2009 - 2013



**WHEELCHAIR  
BASKETBALL  
CANADA**

**Real Life**

**Real Sport**

Wheelchair Basketball Canada's vision for 2020  
is to be the world leader in wheelchair basketball





## Table of Contents



### TABLE OF CONTENTS:

Table of Contents	1
<b>OVERVIEW</b>	
Introduction	2
Corporate Goal Progress 2005 – 2009	3
Looking Back to Build on the Future	5
<b>STRATEGIC PLAN 2009 – 2013</b>	
Vision, Values, Mission Statement	7
Goals & Priorities	8
Domestic Development	9
High Performance	12
Men's & Junior Program	15
Women's & Espoir Program	17
Technical Development	20
Business Operations	22
<b>Acknowledgements</b>	27



## Introduction

### OVERVIEW

The 2009-2013 Wheelchair Basketball Canada strategic plan is the second quadrennial plan for the organization. The organizational growth and maturation since 2004-05 has been significant, and the continued success of the two senior national teams has opened up new funding opportunities.

The July 4 – 6, 2008 meeting of key volunteers and staff took a hard look at the progress made since 2005 and the gaps still apparent in certain programs or services, in order to lay out a new four-year strategic plan concentrating on new growth for the game, a more deliberate alignment of provincial and national programming, sustainable international success and dynamic organizational capacity.

The planning group reviewed the Vision, Values and Mission Statement for 2005-2009, and have revised them to offer a more current and relevant flavour to these foundational pieces. The highlights and disappointments from 2005-2009 were discussed, as both building blocks and learnings for the future.

The schematic below reflects the sequence of discussions held over the weekend, from the large picture Vision, to the incremental steps or indicators of progress to move forward a strategy.



**Legend:**

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## Corporate Goals Progress

### Corporate Goal Progress from 2005 to 2009

The planning group also discussed the broad Canadian Sport Policy goals to 2012, and the relation of the progress and achievements of the CWBA in the context of those corporate areas. The CWBA corporate goals describe the ways in which the association is going about changing the way it views itself and its environment, to provide clarity of intent and a pathway for maturity.

### Enhanced Participation

Canadian Sport Policy Goal to 2012 – A significantly higher proportion of Canadians from all segments of society are involved in quality sport activities at all levels and in all forms of participation.

CWBA 2005-09 Goal – The CWBA will provide leadership to increase growth in the participation base.

#### Progress:

- Least successful area in 2005-09
- Still have a weak foundation
- Showing some growth
- Improved domestic development program
- Regional tournament
- Women's national tournament
- Baseline growth needs to be tracked
- LTAD development



### Enhanced Excellence

Canadian Sport Policy Goal to 2012 – The pool of talented athletes has expanded and Canadian athletes and teams are systematically achieving world-class results at the highest levels of international competition through fair play and ethical means.

CWBA 2005-09 Goal – The CWBA will ensure performance excellence through national team program development and technical leadership.

#### Progress:

- Increased access to Canadian Sport Centres for identified athletes
- Addition of women's Espoir program
- Increased opportunities in the Women's program
- Total of four on-going national programs
- Technical program progress for officials and classifiers



## Corporate Goals Progress

### Enhanced Capacity Building

Canadian Sport Policy Goal to 2012 – The essential components of an ethically based, athlete/ participant-centred development system are in place and are continually modernized and strengthened as required.

CWBA 2005-09 Goal - The CWBA will build resource and knowledge capacity for the growth and effective management of the game.

Progress:

- Increase in professional staff – 2 f/t national coaches
- Improved understanding and use of planning
- Outsourcing when appropriate
- Increased revenue

### Enhanced Interaction / Collaboration

Canadian Sport Policy Goal to 2012 – The components of the sport system are more connected and coordinated as a result of the committed collaboration and communication amongst the stakeholders.

CWBA 2005-09 Goal – none stated in the plan

Progress:

- More collaboration with Canada Basketball, including the “Be One” program
- Increased involvement with Sport Matters
- More deliberate strategies around international representation and influence



**Legend:**

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## Looking Back to Build the Future

### Looking Back on the 2005-2009 Strategic Plan Programming Achievements to Build on the Future

The planning group reflected on the progress made during 2005-2009 and cited disappointments from the quadrennial. Discussion then segued to exciting new opportunities and factors on the horizon about which the association has to be aware.

#### Domestic Development



##### Highlights

- Regional championships
- Canada Games
- Increased opportunities for women
- Special project funding
- ID Camp in Maritimes

##### Disappointments

- Sport Development Model not completed
- Lack of known growth in spite of program successes
- Lack of women's programming in central and eastern Canada
- Tool development did not occur

#### High Performance

##### Highlights

- Continued performance and standing of national teams
- Increased funding support for 4 national teams (RTE)
- Implementation of the Centres for Performance
- 2 full-time national coaches
- Learnings from the unsuccessful 2010 Worlds bid process
- Development of a hosting strategy

##### Disappointments

- Lack of recruitment into programs
- Loss of 2010 Worlds bid
- Lack of development / depth in programs
- Level of coordination of talent ID and skill development
- Lack of international Junior competition



## Looking Back to Build the Future

### Technical Development

#### Highlights

- More Level 3 coaches
- International/Zonal cards for officials
- Female official at international events
- Development of comprehensive curriculum for classifiers
- Increase in number of qualified classifiers
- Increase in certified officials in targeted areas (Maritimes)

#### Disappointments

- Lack of progress with the transition to the new NCCP
- Level 3 coaches need coaching opportunities
- Some provinces are without recruitment and mentoring programs for officials

### Business Operations

#### Highlights

- Increased revenue
- Success of first Strategic Plan
- Increased human resource capacity

#### Disappointments

- Incomplete Sport Development Model
- Lack of baseline data and a complete membership data base
- Lack of diversification of revenue sources

### Plan Deviations

#### To address a changing environment

- Road to Excellence
- Canada Basketball “Be One” Program
- Technology

#### To pursue opportunities

- Road to Excellence



#### Legend:

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## Vision, Values, & Mission

### VISION TO 2020

Wheelchair Basketball Canada's vision for 2020 is to be the world leader in wheelchair basketball.

### VALUES

1. Wheelchair Basketball Canada believes in ethical conduct and behaviour.
2. Wheelchair Basketball Canada is a community that promotes fair play.
3. Wheelchair Basketball Canada is committed to a policy of inclusion, encouraging all Canadians, both disabled and able-bodied, to participate in the sport of wheelchair basketball.
4. Wheelchair Basketball Canada believes in diversified programming and services.

### MISSION STATEMENT

Wheelchair Basketball Canada is committed to excellence in the development, support and promotion of wheelchair basketball programs and services for all Canadians.

### 2009-2013 PLAN OBJECTIVE

To be #1 in the world in podium performance in 2013.





# STRATEGIC PLAN

## Goals & Priorities

### 2009-2013 CORPORATE GOALS

#### Building Capacity

Wheelchair Basketball Canada will enable the growth and management of resources and knowledge.

#### Participation

Wheelchair Basketball Canada will provide leadership for the expansion and retention of participants.

#### Excellence

Wheelchair Basketball Canada will ensure excellence through performance development and technical leadership.

#### Collaboration

Wheelchair Basketball Canada will identify, develop and sustain relationships with key players.

### 2009 – 2013 STRATEGIC PLAN PRIORITIES

#### Overall Plan Priorities

1. Recruitment of new participants
2. Complete the transition to the revised NCCP
3. Complete and implement the Sport Development Model

#### Area Priorities

##### Domestic Development

1. Recruitment, Registration & Membership
2. Complete the Sport Development Model

##### High Performance Development

1. Complete the integrated Athlete Pathway
2. Complete the integrated Coaching Pathway

##### Technical Development

1. Complete the full transition to the revised NCCP
2. Align the provincial coaching system with the Sport Development Model

##### Business Operations

1. Staff the association according to support the Sport and Coaching Development Models and the Strategic Plan
2. Implement the Communications Strategy

#### Legend:

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## Domestic Development

### 2009-2013 AREA STRATEGIC PLANS

#### *Domestic Development*

##### Area Goal:

To provide appropriate leadership and resources to increase measurable growth in the participation base.

##### Club Development

Component Goal: To increase the overall participation level and registered members by 40% by 2013.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Create a club start-up manual with best practices for both player development and administrative requirements, such as skills/drills, classification info, rules of the game, promotional materials, media guidelines and other management tools.	D + I	I + M	M	R + U
Develop a volunteer recruitment, retention and recognition program for grassroots volunteers.	D + I	I + M	M	R + U
Develop and utilize a detailed demographic baseline and progression data report for clubs and provinces.	D + I	I + L	M	R + U
Target development of the female game, with both age and skill specific strategies.	U + I	M	U	R





# STRATEGIC PLAN

## Domestic Development

### Domestic Competitions

Component Goal: To develop opportunities that will encourage appropriate and relevant participation and competition.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and revise the National Championship and CWBL programs to continue to accommodate the needs of the sport for both men and women.	R + U	D + I	I + M	R
Investigate an incentive program to attract championship hosts.	R	R	R	R
Investigate the creation of a WBL Elite League.	R	R	R	R
Target growth of female participation at regional and national competitions.	R + I	I	M	R
Research and develop the position paper and process to have women's wheelchair basketball at the 2019 Canada Winter Games.	R	D	I	
Ensure integration with the Centres for Performance and the performance pathway with the PSO's.	D + I	M	M	R

### Domestic Leadership

Component Goal: To provide leadership into domestic development and competition.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Develop and complete the Sport Development Model.	D	D	D + I	I
Review the Domestic Committee Terms of Reference to ensure appropriate scope of responsibility and decision-making for implementation of the area programs.	R + M	M	M	R + M
Work with the NSOs and PSOs to share resources and information.	R + M	M	M	R + M
Investigate with the PSO's to explore solutions to the issues of regional disparity and uniqueness	R + M	R + M	R + M	R + M

**Legend:**

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## Domestic Development

### Junior Development

Component Goal: To increase the number of junior players by 60% by 2013.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Increase the number and quality of junior participation opportunities at domestic competitions.	D + I	M	R	M
Develop a School Program Kit in conjunction with other recruitment programs (ie: Bridging the Gap).		D	I	M
Review the Junior regional championships and the integration of the Canada Games cycle.	D	I + M	M	R
Create a specific mini/junior recruitment and development program, including activities between tournaments.	D + I	M	M	R
Review the Regional Championship for Minis.	R + M	M	M	R

### Recruitment

Component Goal: To develop and support a strategic recruitment plan with resources and tools appropriate for all to access.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Develop a strategic plan to recruit and retain athletes, coaches, officials, alumni and volunteers.	D	I	M	M + R
Investigate the increasing and competing opportunities for persons with disabilities, and collaborate/partner when appropriate and beneficial.	D + I	I	M	M + R
Investigate the possibility of collaborating with Canada Basketball and the Steve Nash Youth Basketball program.	R	D	D + I	I + R





# STRATEGIC PLAN

## High Performance

### High Performance

Area Goal:

To be number one in the world with podium results in all high performance programs.

### Technical Leadership and Performance Coaching

Component Goal: To improve the quality and number of coaches from playground to podium.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Hire a full-time Chief Technical Officer to lead and execute the vision of the high performance strategic plan.	I	R + M	R + M	R + M
Develop a talent identification plan for performance coaching.	D	D + I	I	M
Increase the size of the identified performance coach pool, and the number of active national coach opportunities.	D	I	M	M
Hire full-time national coaches for Senior NT programs.	I	M	M	M
Hire full-time Junior head coach/CP Coordinator.	I	M	M	M
Hire part-time Espoir coach.	I	M	M	M
Implement coaching positions in regional training centres using a partnership model with PSO's.	D + I	R + M	R + M	R + M
Identify and provide regional/national development opportunities for future elite coaches.		D	I	R + I
Develop succession plan for national coaching positions.		D	D	I
Provide appropriate professional development opportunities for performance coaches and technical staff.	D	I	M	R + M
Develop summative and formative program and personnel evaluation systems.	D + I	R + M	R + M	R + M
Develop a specific plan for increasing the number of female performance coaches regionally and nationally.		D	I	I
Review the High Performance Committee structure and terms of reference annually.	R	R	R	R

**Legend:**

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## High Performance

### Performance Athlete Pathway

Component Goal: To link development and competitive programs for identification of and tiering for potential performance athletes.

Strategies for 2009-2013:

#### *Talent Identification/Recruitment*

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and revise the talent identification plans for performance athletes.	D	I	M	R
Identify athletes with NT potential to create pool depth of four athletes at each position.	D	D	I	I
Develop recruitment strategy to identify and recruit minimal disability athletes.	D	D	I	I
Increase the Centres for Performance (CP) opportunities for identified athletes in each region.	D	D	I	I
Work with the Domestic Committee to develop a pre-CP program to ensure seamless integration.		D	I	M
Partner with Organizations with existing programs for recruitment and identification (BTG, CPC).	D + I	I	I	I
Develop a strategy for the involvement of non-classifiable athletes at all levels.		D	I	I
Create an Alumni program to keep former performance athletes involved and contributing.		D	I	I





## High Performance

### *Athlete Development Pathway*

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Implement appropriate competitive/training/support opportunities at each stage/level of the LTAD.	D	D + I	I	R + I
Develop a competition model aligning local, regional, provincial, national, and international levels of play.	D	D	D + I	I
Develop a competitive program for HP athletes beyond the national level, including domestic, North American and World opportunities.		D	D + I	I
Leverage the US College and European semi-pro leagues to ensure appropriate training and competitive opportunities for Canadian athletes.	D	D + I	R + I	R + I
Develop a strategy to keep athletes (retention) in the development pathway.	D	I	R + I	R + I
Implement yearly interviews with national program athletes to develop a service-oriented approach for athletes culminating in post playing career positions.	D	D + I	M	M
Design the CP model to include early entry and late entry athletes and to link with regional training centres.	D	I	R + M	R + M
Complete the development of the comprehensive CP curriculum and delivery system.	D	I	R + M	R + M
Develop a regional training centre model that includes IST, facility, coach support and individual athlete training plans that supports the athlete/coach pathway.	D	D + I	I	R + M
Implement an online training resource to assist with daily, quality training (e.g. Scouting Solutions).	D	D + I	I	R + M

**Legend:**

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## High Performance

### Men's Program

#### Senior Program

Component Goal: Gold medal at World Championships and Paralympic Games

Quad Targets (major events): Top 2 – 2010 World Championship  
Top 2 – 2012 Paralympic Games

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and update the quad program and plan with competitive opportunities, incremental results, hosting opportunities and major event results, with appropriate plans to achieve targeted results.	R + I	R + M	R + M	R + M
Develop competitive schedule to increase competitions against top 12 countries. Qualifying years (1 and 3) - 25-30 games Major event year (2 and 4) - 30-35 games	D + I	R + I	R + I	R + I
Ensure coordination of NT schedules with international and domestic events.	R + I	R + I	R + I	R + I
Investigate the feasibility of hosting bi-annual men's competitions (align with hosting strategy).	R + I	R + I	R + I	R + I
Develop and enhance the sharing of training strategies between the senior and junior program.	D + I	I	M	M
Investigate the training and competition strategies of other top countries.		I	I	I
Provide developmental opportunities for the senior athletes not yet on the senior team.		I	M	M
Investigate replacement of Division 1 competition.	D	I	M	M



# STRATEGIC PLAN

## High Performance

### Junior Program

Component Goal: To ensure competitive experiences and opportunities for the junior team that will lead to podium performances.

*Quad Targets (major events):* Top 5 – 2009 World Championship  
Top 3 – 2013 World Championship

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and update the quad program and plan with competitive opportunities, incremental results, hosting opportunities and major event results, with appropriate plans to achieve targeted results.	R + I	R + M	R + M	R + M
Increase competitions against top 12 countries (15 – 20 games). Major games year – 25 games	I	I	I	I
Increase opportunities to international development programs.	D	I	I	M
Investigate a national sports school opportunity – to keep athletes in Canada.		D	D	I
Develop and enhance the sharing of training strategies between the senior and junior program.	D	I	M	M
Develop a plan to enable junior athletes to make a seamless transition to the senior program.	D	I + M	I + M	I + M



**Legend:**  
D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## High Performance

### Women's Program

#### Senior Program

Component Goal: Gold Medal at World Championships and Paralympic Games.

Quad Targets (major events): Top 2 Finish – 2010 World Championships  
Top 2 finish – 2012 Paralympic Games

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and update the quad program and plan with competitive opportunities, incremental results, hosting opportunities and major event results, with appropriate plans to achieve targeted results.	R + I	R + M	R + M	R + M
Develop competitive schedule to increase competitions against top 12 countries. Qualifying years (1 and 3) - 25-30 games Major event year (2 and 4) - 30-35 games	D + I	R + I	R + I	R + I
Ensure coordination of NT schedules with international and domestic events.	R + I	R + I	R + I	R + I
Investigate the feasibility of hosting bi-annual women's competitions (align with hosting strategy).	R + I	R	R + I	R
Develop and enhance the sharing of training strategies between the Senior and junior and espoir programs.	D + I	I	M	M
Investigate the training and competition strategies of other top countries.		I	I	I
Provide developmental opportunities for the senior athletes not yet on the senior team.		I	M	M
Develop on-going performance opportunities beyond the CWBL.		D	I	M



# STRATEGIC PLAN

## High Performance

### Espoir Program

Component Goal: To ensure competitive experiences and opportunities for the espoir team that will lead to podium performances.

Quad Targets (Major events): Top 5 finish in international competition

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and update the quad program and plan with competitive opportunities, incremental results, hosting opportunities and major event results, with appropriate plans to achieve targeted results.	R + I	M	M	
Develop a specific plan for a women's junior team.	D	D	D + I	I + M
Petition the IWBF for a Junior Women's World Championship, and propose hosting the first event (2013).	D	D	I	I
Develop and enhance the sharing of training strategies between the senior and espoir program.	D + I	I	M	M
Investigate a national sports school opportunity – to keep athletes in Canada.		D	D	I



**Legend:**

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## High Performance

### Performance Enhancement Program & Technology

**Component Goal:** To ensure that performance athletes and coaches have innovative performance enhancement and technological support.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Develop a comprehensive IST model and delivery system for all high performance programs.	D	D + I	M	M
Recruit core and regional IST members.	D	D + I	R + M	R + M
Develop service agreements and an evaluation system for IST members.	D	D + I	R + M	R + M
Increase athletes' awareness and use of the Canadian Sport Centre resources.	I	M	M	R
Develop a succession plan for IST personnel.		D	I	M
Recruit and develop specialists in disability sport as IST members.		D	I	I
Develop a strategic communication process to keep all IST members, coaches and HP personnel informed (community of practice).	D	D	I	I
Develop and establish core testing systems and procedures.	D	D	I	I
Develop standards for testing and monitoring.	D	D	I	I
Implement a national testing and monitoring system online (e.g. Scouting Solutions).	D	D + I	R + M	R + M
Investigate chair technology needs.		D	R	R
Ensure leading edge use of IST technology and research.		D + I	R + I	R + I
Implement standard performance analysis technology and information distribution systems.		D	I	R + I



## Technical Development

### Technical Development

#### Area Goal:

To ensure that the association's technical infrastructure and training programs provides the quality and quantity of trained coaches, classifiers and officials to meet the needs of the domestic and performance programs.

#### Coaching

Component Goal: Formalize an appropriate coaching development model and tools for wheelchair basket ball.

Strategies for 2009-2013

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Complete the transition of the coaching program to the revised new NCCP.	D	D	D + I	D + I
Develop an appropriate interim strategy to certify coaches prior to transition completion.	D + I	I		
Create and formalize a Standing Committee for coaching development.	D	I	M	R
Ensure alignment of the national and provincial coaching development programs, in conjunction with the coaching development model.		D	I	M
Promote technical leadership in each province.		D	I	M
Develop and enhance opportunities for recruitment and development of coaches across Canada.		D	I	I
Build and enhance communication tools of technical information for coaches.		D	I	M



#### Legend:

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## Technical Development

### Classifiers

Component Goal: To promote awareness of and access to classification at the provincial and regional levels.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and continue to develop the national training program for classifiers.	R + D	I	I	M
Identify training and mentoring opportunities and target classifiers to access opportunities.		D	I	M
Maintain the Canadian rating and monitoring system for wheelchair basketball classifiers.	M	M	M	M
Maintain the communication and information sharing system for classifiers.	M	M	M	M
Build and enhance technical communication tools for classifiers.		D	I	I
Review and enhance delivery opportunities for athlete classification and coach education at the regional and provincial levels.	R	M	M	M

### Officiating

Component Goal: To improve the training and development system for officials

Strategies for 2009-2013

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Standardize the Canadian training system and content for officials to build alignment from local through provincial to national levels.	D	D	I	I
Improve communication of technical information and the transfer of knowledge using technology.		D	I	M
Maintain Canadian rating system for officials.	M	M	M	M
Develop a recruitment and succession plan for officials.		D	I	M
Review Officials' Standing Committee terms of reference with respect to regional representation.	R	M	M	M



# STRATEGIC PLAN

## Business Operations

### Business Operations

#### Area Goal:

To continue to develop the capacity of the organization to meet the evolving needs of our stakeholders.

#### Communications

Component Goal: To increase awareness of the sport and the profile of the organization.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Implement communications strategy including new brand and logo.	I	I	M	R
Develop and implement a strategic media relations plan around major events.	D + I	D + I	D + I	D + I
Redesign the website to better service members and the public.	D + I	M	R	U
Broaden exposure through web and TV broadcasting.	D	D + I	M	R
Create/update promotional materials and publications.	D + I	I	M	M
Develop advocacy plan to deliver key messaging to appropriate stakeholders.		D	D + I	R + M
Develop an Alumni program with appropriate recognition and a Hall of Fame component.		D	D	I + R

#### Legend:

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## Business Operations

### Financial Management

Component Goal: To effectively manage the finances of the association.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Analyse appropriate use of accumulated surplus, while protecting six months equity reserve position.	I	I	M	R
Develop an annual cash flow report.	I	M	R	M
Ensure that appropriate financial management systems are in effect.	D	I	M	R
Annually review the investment portfolio.	R	R	R	R
Conduct ongoing analysis of revenue sources.	I	I	I	I
Annually review and analyze the financial component of the Special Project Funding.	R	R	R	R
Review charitable fundraising activities annually and report to Board on CRA compliance.	I	R	R	R

### Governance and Membership

Component Goal: To ensure that the association's structure and policies best represent and reflect the needs of the stakeholders.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and revise the governance structure in accordance with the needs of the strategic plan.		R	M	R
Review and revise, if necessary, membership structure to ensure appropriate representation at the national level.		R	M	M
Review and revise, if necessary membership, fees and the value provided for services and programs.	R	I	M	M
Annually review and revise policies and procedures, practices and bylaws.	R	R	R	R



# STRATEGIC PLAN

## Business Operations

### Human Resource Management

Component Goal: To procure and allocate human resources to best achieve the goals of the strategic plan.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Review and revise staff structure as needed in accordance with strategic plan requirements.	I	I	M	M
Ensure that all HR decisions are reflected in financial and program planning.	R	R	R	R
Identify major outsourcing requirements to address and complete plan priorities (Sport Development Model, NCCP transition work).	I	I	R	

### International Representation

Component Goal: To enhance Canadian representation in the IWBF and in key international organizations.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Develop a strategy to identify key IWBF positions and ensure the election of Wheelchair Basketball Canada representative where appropriate.		D	I	M
Develop a strategy to identify key IPC and FIBA positions and ensure the election of Wheelchair Basketball Canada representatives where appropriate.		D	I	M
Develop a succession plan for IWBF representation.		D	I	M



**Legend:**

D-develop; I-implement; L-liaise; M-maintain; R-review/revise; U-update



## Business Operations

### Revenue Generation

Component Goal: To increase and diversify revenue sources.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Identify additional sources of non-corporate revenue and develop an acquisition plan (grants, foundation, donations).		D	I	R
Identify potential sources of corporate support and incorporate into the marketing plan.		D	I	R
Complete and implement the next phase of the marketing plan.	I	I	M	R
Implement hosting strategy with a focus on long-term revenue generation.	I	R + I	R + I	R + I
Develop and implement a fundraising strategy to align the organizations fundraising ratio with CRA expectations.				

### Planning, Monitoring and Evaluation

Component Goal: To ensure that the strategic plan is implemented in all areas of emphasis, and that plan components are monitored regularly and revised as necessary.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Ensure that appropriate information is identified, collected and properly analyzed, to measure association and sport progress.	I	I	I	I
Conduct a semi-annual review of all performance indicators, and report progress to the Board.	R	R	R	R
Conduct an annual review of all performance indicators, and report progress to the membership.	R	R	R	R
Monitor and revise the plan as needed, based on new opportunities, significant threats, revised timelines, or changes in funding requirements.	R	R	R	R



# STRATEGIC PLAN

## Business Operations

### Strategic Partnerships

**Component Goal:** To actively seek new partnerships and enhance current partnerships that will be mutually beneficial.

Strategies for 2009-2013:

Strategies	2009-2010	2010-2011	2011-2012	2012-2013
Identify and plan for other opportunities for international representation (Parapanamericas, IPC, FIBA).		D	I	M
Identify and plan for opportunities for domestic representation (CPC, CB, Rick Hansen Foundation, Canada Games, CAC, Coaches of Canada, Sport Matters, RTE).	D	I	M	M
Ensure Wheelchair Basketball Canada representation or presence at major international events, congresses, or meetings when appropriate.	D	I	I	I
Identify and investigate other key strategic partnerships that will be mutually beneficial (key advocacy groups, government initiatives, social marketing campaigns).		D	I	M



**Legend:**

**D**-develop; **I**-implement; **L**-liaise; **M**-maintain; **R**-review/revise; **U**-update



## Acknowledgements

### Acknowledgements

Wheelchair Basketball Canada would like to acknowledge the various contributions of the many people involved in the development of the organization's Strategic Plan, including athletes, clubs, provincial members, national team athletes, officials, volunteers, the Board of Directors, as well as coaches and staff. In particular, Wheelchair Basketball Canada would like to thank the individuals who attended the strategic planning meetings July 4-6th, in Ottawa, Ontario.

#### Process Facilitation

MPC Marilyn Payne Consulting

#### Process Participants

Steve Bach, President  
Kathy Newman, VP Marketing/Communications  
Trevor Kerr, VP Technical  
Donald Royer, VP Finance  
Christina Jones, VP Domestic  
Sharron St. Croix, VP High Performance  
Diane Hrychuk, VP Athlete Representative  
Jennifer Krempien, Athlete Representative  
Janet McLachlan, Athlete Representative  
Mike Frogley, Men's Head Coach  
Jerry Tonello, Men's Associate Head Coach  
Tim Frick, Women's Head Coach  
Cheryl Corrigan, Junior Head Coach  
Wendy Gittens, Executive Director – Staff  
Catherine Ireland, Program Coordinator – Staff

Mike Sandomirsky, AB – Provincial Member  
Jaimie Peers, AB - Provincial Member  
Carrie Linegar, BC - Provincial Member  
Many Johnson, MB - Provincial Member  
Karen Ferguson, NB - Provincial Member  
Anthony Purcell, NS - Provincial Member  
Michael Suraci, ON - Provincial Member  
Marc Antoine Ducharme, QC - Provincial Member  
Joelle Buckle, SK - Provincial Member  
Steve Bialowas, Variety Village  
Michael Broughton, Provincial Coach  
Maureen Orchard, IWBF  
Jan Meyer, Sport Canada  
Jeff Dunbrack, HP Coordinator – Staff  
Jody Kingsbury, Communications - Staff

#### Photography

Kevin Bogetti Smith

### **WHEELCHAIR BASKETBALL CANADA**

2211 Riverside Drive, Suite B2  
Ottawa, Ontario, K1H 7X5  
Tel: 613-260-1296

[wheelchairbasketball.ca](http://wheelchairbasketball.ca)

**Wheelchair Basketball Canada  
2211 Riverside Drive, Suite B2  
Ottawa, Ontario  
K1H 7X5**

**[wheelchairbasketball.ca](http://wheelchairbasketball.ca)**