

STRATEGIC PLAN 2005 - 2009



The Canadian Wheelchair Basketball Association
vision for 2010 is to be a
world leader in
Wheelchair Basketball

CANADIAN WHEELCHAIR BASKETBALL ASSOCIATION



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PLANNING TO PLAN

The Canadian Wheelchair Basketball Association (CWBA) was formed in 1994 after existing as a committee of the Canadian Wheelchair Sports Association for a number of years. All young organizations must take many steps to create the infrastructure support and resource base necessary to lead the sport to its potential in Canada and on the international stage. Over the past 10 years, the success of the Senior Men's and Women's national teams and the Jr Men's national team has placed high expectations on the CWBA and resulted in concentration in a few key areas. For the future growth of the sport and the longer-term needs of the organization, our energies must also now be directed to creating a stronger foundation of support systems for all participants.

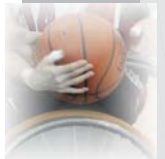
To this extent, during the fall of 2003, the Canadian Wheelchair Basketball Association initiated a Strategic Planning process for the period 2005 to 2009. A Planning Committee was struck and has been committed to ensuring that the development of this strategic plan is an open and transparent process with input from all stakeholder groups. Through this planning exercise, the future of wheelchair basketball in Canada has been given clarity and direction.

As this process concludes, CWBA has achieved:

- A clear and concise vision for wheelchair basketball in Canada;
- Value statements that are the foundation for the decision making that will guide the organization as it moves forward;
- A revitalized mission statement;
- Clearly defined priorities for the 2005-2009 period;
- Clearly defined goals that link seamlessly with the Canadian Sport Policy;
- A 4-year plan of strategic activities to achieve the organizational goals and priorities.

Guided by this Strategic Plan, CWBA will lead wheelchair basketball in Canada to an improved development system, greater financial stability, and continued international success by creating the infrastructure support and resource base necessary for us to reach our potential.

This success and future of CWBA is dependent on the wheelchair basketball community committing to working together to lead and deliver the programs and priorities in this plan. This is a team sport and we succeed when we work together toward common goals. This Plan has set the direction for CWBA and the strategic priorities will drive the organization's decision making over the next four years. Successful implementation will result in a solid infrastructure and foundation for future year's accomplishments and continued growth and development of the sport.





PLANNING TO PLAN

This plan belongs to the CWBA membership and is reflective of their direction and identified needs.

Membership Surveys

Four surveys were conducted in the fall of 2003. Information received was incorporated into the recommendations considered by the planning groups.

- Fifty-seven surveys were received from individual participants
- Seven surveys were received from member Provincial Sport Organizations
- Seventeen surveys were received from wheelchair basketball clubs
- Thirty-three replies were received for the Women's Program Survey

Vision and Values Workshop

On December 12, 2003, a Values, Vision and Mission Statement Workshop was held with participation from more than twenty people. The workshop created a foundation of beliefs for the organization through the development of new Value Statements, a new Vision for the sport in Canada and a new Mission Statement for the association.

The workshop participants created a vision statement for 2020, declaring that by that date, the CWBA would be a world leader in wheelchair basketball. In order to achieve the long-term vision, this plan contains strategies and targets that will ensure that the necessary incremental steps are being taken over the upcoming quadrennial.

Interviews

Nineteen key CWBA participants were interviewed during February and March 2004. This cross-section of volunteers, national team athletes, coaches, officials and players painted a picture of the association and sport as they see it today, and recommended priorities and goals for the CWBA's future. Many of these recommendations have been the catalyst for programming decisions in the strategic plan.

Planning Meeting

The April 16 - 18, 2004 Strategic Planning Meeting was the culmination of the six-month strategic planning process. Over thirty delegates met to develop the association's goals, priorities and subsequent strategies for the 2005 - 2009 period. Participants were asked to do three things in their planning work:

- Ensure that programming and business strategies relate back to the CWBA Vision, Value Statements and Mission Statement.
- Ensure that the plan can be implemented based on current and anticipated resource availability and affordability.
- Ensure that the needs and recommendations of wheelchair basketball participants, as represented in the surveys and interviews, have been considered and, if possible, incorporated.





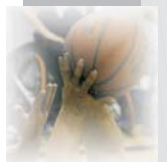
PLANNING TO PLAN

The survey and interview feedback received from wheelchair basketball participants was crucial in determining critical discussion areas at the workshop and planning meeting. Member Provincial Sport Organizations, clubs and individuals combined to name the following areas as recommended priorities for the CWBA:

- Athlete development, including participation of new players, and growth in programs for females and juniors
- Continued development of the national teams programs
- Technical development of coaches and officials
- Revenue generation at all levels

Meeting participants also had an opportunity to identify and find solutions for a number of issues facing wheelchair basketball.

- The need for a full Sport Development Model
- Perceived gaps in communication
- Competition within the sport for revenue-generation
- The relatively low profile of a very successful international sport
- Competition with other sports for disabled participants
- Recruiting, retaining and recognizing good volunteers
- Providing appropriate coaching opportunities and progressions through system
- Finding and emulating successful player recruitment programs





THE CWBA STRATEGIC PLAN 2005 - 2009

The CWBA Vision for 2010

The CWBA Vision describes our preferred future. It is our focus for the duration of this plan and beyond. The CWBA has earned a lead position in the international sport community through the success of our national teams, our representation at the international level and our skilled high performance coaches and international officials. The Strategic Plan sets out the steps to be taken throughout Canada for the CWBA to remain the world leader.

The Canadian Wheelchair Basketball Association vision for 2010 is to be a world leader in wheelchair basketball.

The CWBA Value Statements:

The CWBA Value Statements describe the ways in which the organization will function as we move toward our Vision. These statements represent the core of the CWBA's message to participants and to the public. The Value Statements will be our touchstone to test the quality of our actions and decisions.

1. The CWBA believes in ethical conduct and behaviour.
2. The CWBA is a community that promotes fair play and encourages its participants to compete in the spirit of the game.
3. The CWBA is committed to providing innovative leadership.
4. The CWBA is committed to a policy of inclusion, which encourages all Canadians, both disabled and able-bodied, to participate in the sport of wheelchair basketball.
5. The CWBA is committed to providing a stable environment for all participants in Canada.
6. The CWBA believes in diversified programming and services.

The CWBA Mission Statement:

The CWBA Mission Statement describes our reason for existing. It states the business of the CWBA, it names the constituents for whom the CWBA works and describes how the CWBA conducts itself.



"The CWBA is committed to sport excellence in the development, support and promotion of wheelchair basketball programs and services for all Canadians."





THE CWBA STRATEGIC PLAN 2005 - 2009

CWBA Strategic Goals:

The CWBA is an organization young in age, but one that enjoys great expectations from participants and the public because of international success. As the association matures during the 2005 - 2009 strategic plan, we will focus on establishing the competencies required to be better each day, creating the programming and servicing diversification requested by participants, and developing the resources and capacity to grow in numbers and in quality of programming.

The CWBA has three goals for the 2005 - 2009 Strategic Planning period. These goals fit into the over-riding Canadian Sport Plan goals for participation, excellence, capacity building and system collaboration.

- Building Capacity - The CWBA will build resource and knowledge capacity for the growth and effective management of the game
- Participation - The CWBA will provide leadership to increase growth in the participation base
- Excellence - The CWBA will ensure performance excellence through national team program development and technical leadership.

CWBA Strategic Areas of Emphasis and Priorities for 2005 - 2009:

The functions, roles and responsibilities for wheelchair basketball have been divided into specific programming categories or "areas of emphasis". These serve as manageable components for programming and service structure and help to delineate responsibility for action.

Within each area of emphasis, we have established programming and service priorities around which the strategic plans and operational activities have been developed. The priorities within each area of emphasis may evolve as the organization matures and the needs of the sport and the membership change. Each of these priorities relates to the goals listed above. They also address many of the recommendations made by the membership. There are strong linkages between all of the components and the over-all success of the plan implementation is dependent on positive progression in each area of emphasis.



Areas of Emphasis Priorities for 2005 - 2009

Business Operations

- Increase revenue and therefore the financial capacity of the organization
- Increase the profile of the organization, including key components such as the national teams programs and national championships

Domestic Development

- Create a wheelchair basketball Sport Development Model
- Provide leadership in the recruitment of new players and the retention of current players, both of which will help the sport grow
- Work to improve communication and relationships with clubs
- Build capacity for junior and women's programs



THE CWBA STRATEGIC PLAN 2005 - 2009

High Performance

- Pursue expansion of CWBA involvement within the Canadian Sport Centres
- Initiate a women's development program

Technical Development

- Develop a recruiting, talent identification and training program for coaches
- Develop a CWBA rating system for officials

From the above, the CWBA has identified three immediate priorities as foundation pieces for the successful implementation of the strategic plan:

- Develop and implement a Sport Development Model for wheelchair basketball in Canada
- Concentrate resources to increase revenue for plan implementation and sport growth
- Develop tools to establish baseline data about all aspects of the game and sport in Canada

CWBA Strategies to Achieve the Goals and Priorities:

Within each area of emphasis, a four-year plan of strategic activities has been developed. Achievement of these activities will result in more participants, greater financial and human resources and continued international success. This will ensure that the Vision for 2010 is reached.

Achievement of these activities with compliance to the CWBA Value Statements will result in an outstanding quality of experience for all participants.

Achievement of these activities will ensure that the CWBA Mission Statement remains a vibrant and vital representation of the association.





THE CWBA STRATEGIC ACTIVITIES

2005 - 2009

1) Area of Emphasis: Business Operations

Business Operations Goal - To create an efficient and effective administrative infrastructure that meets the needs of the stakeholders and enhances the capacity of the organization to access and use opportunities

Area Sub-Components

- 1.1 Advocacy
- 1.2 Communications
- 1.3 Financial Management
- 1.4 Governance and Membership
- 1.5 Human Resources
- 1.6 International Representation
- 1.7 Marketing and Revenue Generation
- 1.8 Planning, Monitoring and Evaluation
- 1.9 Strategic Partnerships

1.1 Advocacy

Objective: to ensure that the CWBA's key messages are delivered to the right people

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Develop an advocacy plan for the organization, including key messages, calendar of opportunities to advocate, tools for advocating, spokesperson guidelines and a political kit.		D	D & I	I & M

1.2 Communications

Objective: to improve internal and external communication and awareness of CWBA programs and services

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review and redesign the CWBA website to better serve the membership	R & U	M	R	M
□ Develop a communication plan for programming and service information dissemination.	D & I	I	M	R & U
□ Develop a media relations plan, including television, radio, print and electronic media		D	I	M
□ Develop promotional tools and items for use at various levels of the organization		D	M	R
□ Develop a television coverage plan for selected major events (world champs)			D	I



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



THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

1.3 Financial Management

Objective: to develop a business approach to financial management and the financial operations of the association

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Produce an annual financial management plan and policies including budgeting, timelines, reporting to the Board, and development of meaningful financial statements	R & U	R & M	R & M	R & M
□ Review baseline data on all revenue and expenditures over the past 3 years,	R			
□ Develop financial projections and forecasts for the 4 years of the strategic plan	R	R & M	R & M	R & M
□ Maintain a six-month equity reserve position	R	R & M	R & M	R & M
□ Periodically review and revise the CWBA grants program	R & U	R & U	R & U	R & U
□ Create a long-term financial forecasting tool for the association's next strategic plan			D	I





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

1.4 Governance and Membership

Objective: to ensure that the association's structure and policies best represent and reflect the needs of the participants

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Annually review and revise (if necessary) all Policies & Procedures, association practices and the Constitution & Bylaws to best reflect the values and practices of the organization	R & M	R & M	R & M	R & M
□ Annually review and revise (if necessary) membership fees and the value provided by services and programs	R	R	R	R
□ Review and revise (if necessary) the current membership structure to ensure that the participants are well-represented and heard at the national level		R		
□ Review and revise (if necessary) the governance structure (Board of Director positions, standing committees, ad hoc committees and appropriate representation from participants).		R		



1.5 Human Resource Management

Objective: to develop a system that ensures the most effective procurement and allocation of human resources to best achieve the goals of the strategic plan

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Develop a Human Resource Plan to reflect the association's strategic priorities and required resource allocation for staff and volunteers	D & I	M	M & R	R & U
□ Develop a national Volunteer Management Program including recruitment, orientation & skills development, retention and recognition elements. Design the program for template application at the provincial and club levels.		D	D & I	M & R



THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

1.6 International Representation

Objective: to ensure that Canada is adequately represented at the appropriate international levels and in appropriate international organizations

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review & update the international representation strategy to cover a 10 year cycle (2 quadrennials plus planning time)	R & U	M	R & U	M
□ Review the international succession plan for technical positions and appointments, including a training and mentoring program	R & U	R & U	R & U	R & U

1.7 Marketing / Revenue Generation

Objective: to increase revenue in all categories by at least 10% annually

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Undertake a 3-year financial analysis in all revenue generating categories to determine trends and changes.	R			R
□ Identify non-corporate marketing revenue generation opportunities including grants, foundations, donations, partnerships, planned giving	D	R	R	R
□ Review & update the marketing plan including identification and valuation of all properties and products, required resourcing and coordination of all events	R, U & I	I	M & R	M & R
□ Develop a revenue generating plan for all non-marketing areas such as membership fees, government contributions, CPC contributions	D & I	+10%	+10%	+10%
□ Implement the marketing plan with hard targets for marketing revenue generation		\$25,000 over current	+\$10,000	+\$15,000
□ Review current telemarketing commitments and strategies and amend as necessary			R & I	M
□ Develop a series of "Public Service Announcements" targeting junior wheelchair basketball			D	I





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

1.8 Planning, Monitoring and Evaluation

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

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Develop monitoring and evaluation tools to ensure that appropriate information is collected and properly analysed.	D	I	M	M
□ On an on-going basis, monitor the strategic plan and hold annual evaluation meetings		M & R	M & R	M & R

1.9 Strategic Partnerships

Objective: to effectively leverage opportunities to partner with other organizations or agencies to benefit wheelchair basketball specifically and wheelchair sport in general.

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Continue to develop and maintain a "strategic partnership" plan for leveraging opportunities and creating synergy and Awareness	R & U	I	M	R & U





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

2) Area of Emphasis: Domestic Development

Domestic Development Goal - To increase the visibility of wheelchair basketball and increase opportunities in the game with coordinated participation and recruiting programs.

Area Sub-Components:

- 2.1 Club Development
- 2.2 Domestic Competitions
- 2.3 Domestic Leadership
- 2.4 Junior Development

2.1 Club Development

a) Objective: to provide leadership and assistance for clubs through the development of tools for effective club management

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> □ Create a "club start-up manual" with best practices, recruiting tools, promotional materials, media guidelines and management tools 		D & I	M	R
<ul style="list-style-type: none"> □ In conjunction with the national program, develop a volunteer training, retention and recognition program for grassroots volunteers. (see 1.5) 			D	I

b) Objective: to increase over-all participation in wheelchair basketball by 25% by 2009

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> □ Develop and implement a detailed demographic baseline and progression data report for clubs and provinces to track all participation, including coaches and officials 	D & I	M	R	M
<ul style="list-style-type: none"> □ Develop a plan to specifically promote female participation in wheelchair basketball 	D	I	M	R





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

2.2 Domestic Competitions

Objective: to develop competitive opportunities that will encourage participation by all provinces

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review and revise the CWBL and national championship program to better meet the needs of the sport for both men and women	R & U	I	M	R & U
□ Develop a travel subsidy plan and program to ensure equitable opportunities for all provinces attending regional and national championships	D	I	M	R
□ Hold regional championships for mini-aged competition		2 Reg. Champ.	3 Reg. Champ.	4 Reg. Champ.
□ Hold appropriate age-group regional and national competitions with growing junior representation		6 prov	7 prov	8 prov
□ Set targets for female participation at regional and national competitions	D & I	M	R	M
□ Develop a multi-year plan working toward the inclusion of separate men's and women's competition in the 2019 Canada Winter Games (sports named at least 5 years before Games)		CWG (8 mixed) D	D	D&I



2.3 Domestic Leadership

Objective: to provide leadership and an avenue for participant input into domestic development and competitions

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review and revise the terms of reference of the Domestic Committee to include all development leadership, up to Domestic Competitions	D	I	M	R
□ Develop a Sport Development Model for Wheelchair Basketball	D & I	M	R	M



THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

2.4 Junior Development

Objective: to increase the number of junior wheelchair basketball players in Canada by 100% over the 4 year plan

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none">□ Develop and implement a detailed demographic baseline and progression data report for clubs and provinces to track junior-age participation {see 2.1(b)}	D & I	M	R	M
<ul style="list-style-type: none">□ Develop a "How to" Schools Program Kit				D





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

3) Area of Emphasis: High Performance

High Performance Goal - To remain ranked as number one in the world in both the men's and women's programs in 2010

Area Components:

- 3.1 High Performance Program Leadership
- 3.2 Links to High Performance Programming
- 3.3 High Performance Technical Training and Support
- 3.4 Men's Program
- 3.5 Women's Program
- 3.6 Sport Science Program

3.1 High Performance Program Leadership

Objective: to ensure that the high performance program has the leadership, planning and monitoring required

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Hold annual meetings of the High Performance Committee at Sport Leadership Congress	M	M	M	M
□ Hold informal meetings at AGM and national events	M	M	M	M
□ Develop a fundraising plan for HP athletes		D	I	M

3.2 Links to High Performance Programming

Objective: to link development and competition programs with high performance programs for identification and training of potential high performance players and for the training of coaches and officials

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Hold training and ID camps for identified junior and senior players in conjunction with men's and women's regional and national championships	D	M	M	M
□ Have classifiers and national team coaches at all men's and women's junior and senior regional and national competitions		D	M	M





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

Area of Emphasis: High Performance

3.3 High Performance Technical Training and Support

Objective: to improve the quality of coaching and officiating at the high performance level

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Continue and enhance opportunities for national team coaching pool and developmental team coaching pool	R & U	I & M	R	M
□ Provide enhancement of opportunities for officials education and professional development	R & U	M	R	M
□ Include officials where possible at all international events	M	M	M	M
□ Develop a plan to have a female official selected to a major games experience by 2009		D & I	M	M

3.4 Men's Program

Objective: to ensure quality competitive experiences and opportunities for the men's junior and senior teams every year

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review and update the multi-year high performance program plan, including major games, qualifiers, invitational competitive opportunities and hosting opportunities	R & U	R & M	R & M	R & M
□ Formalize the Jr national team program into a 4-year program	D	I	M	R & M
□ Host bi-annual international men's competitions		D	I	R & M





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

Area of Emphasis: High Performance

3.5 Women's Program

Objective: to ensure quality competitive experiences and opportunities for the women's developmental and senior teams every year

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Review and update the multi-year high performance program plan, including major games, qualifiers, invitational competitive opportunities and hosting opportunities	R & U	R & M	R & M	R & M
□ Host bi-annual international women's competitions		D	I	R & M
□ Investigate the feasibility of a women's Division II national competition		R	R & M	M
□ Host four-team junior women's invitational international tournaments in 2009 and 2011			D & I	I
□ Explore the feasibility of a Jr Women's World Championship	L	L & R	D	D & I

3.6 Sport Science

Objective: to ensure that the junior and senior national team athletes and coaches have outstanding sport science and sport medicine support

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Maintain current partnership status and pursue additional CSC partnerships	I	M	M	M
□ Establish "best training practices" for various sport science and medical service providers and practitioners, and share between all centres	D	I	M	M
□ Study compensation models for all sport Science and sport medicine service providers			R & D	R





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

4) Area of Emphasis: Technical Development

Technical Development Goals - To develop coaching, officiating and classifying systems and programs that enable technical participants to continue to learn and grow in their choice of activity

Area Sub-Components

- 4.1 Classifiers
- 4.2 Coaching
- 4.3 Officiating

4.1 Classifiers

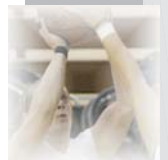
Objective: to develop a rating and monitoring system for Classifiers

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Maintain a communication and information sharing system for classifiers	R & M	M	M	M
□ Develop and implement a Canadian rating and monitoring system for wheelchair basketball classifiers		D	I (pilot)	I
□ Continue to identify training and mentoring opportunities and identify classifiers for access to opportunities	M	R & U	M	M
□ Develop a Canadian training program for classifiers			D	I

4.2 Coaching

a) Objective: to formalize and enhance leadership in coaching development

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Formalize a standing committee for coaching under the VP Technical portfolio	D & I	M	M	M





THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

b) Objective: to increase the number of active trained coaches at all levels

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Develop a formal mentoring program for coaches	D	D & I	I	I & R
□ Develop a "technical knowledge" on the web site for coaches	U & M	U & M	U & M	U & M
□ In conjunction with clubs and provincial members, develop a coaching recruitment and identification program with quantitative targets and training components		D	M	R & M
□ In conjunction with the provincial members, continue to develop and implement the CBET program for all levels, accessible to all coaches and potential coaches		D	D	D & I
□ Target female coaches with a coaching recruitment strategy			D & I	+10%

4.3 Officiating

a) Objective: to formalize and enhance leadership in officiating development

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Formalize a standing committee for officials under the VP Technical portfolio	D & I	M	M	M
□ Establish a CWBA Officials Association for officiating and technical development		D & I	M	M

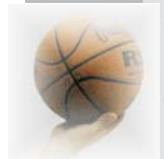




THE CWBA STRATEGIC ACTIVITIES 2005 - 2009

b) Objective: to develop a progressive rating and training system for Officials

Strategic Activities	2005-2006	2006-2007	2007-2008	2008-2009
□ Develop a Canadian rating system for wheelchair basketball officials	D	I (pilot)	I	R & M
□ Develop a "technical knowledge" section on the web site for officials		D & I	M	M
□ Continue to hold discussion groups at all regional and national camps and tournaments		D & I	M	M
□ Develop recruiting and training initiatives for officials at all levels, in targeted areas and/or for targeted populations			D & I	+5%
□ Identify training and mentoring opportunities and identify officials for access to opportunities	R	M	M	R
□ Develop a Canadian training program for officials			D	I





LOOKING AHEAD

During the planning meetings, three strategic initiatives were discussed that, upon reflection, are being re-positioned into the next quadrennial plan. The organization has several strategies in the 2005-2009 plan that, when successfully implemented, will provide a strong programming foundation for the initiatives listed below.

Domestic Development

- 1) Develop a "national wheelchair purchasing" program to support increased participation
- 2) Organize national competition for girls' provincial teams

High Performance

- 3) Pursue Athlete Assistance Program funding support from Sport Canada for Jr National Athletes



