



Champions are made from something they have deep inside them - a desire, a dream, a vision. They have to have the skill, and the will. But the will must be stronger than the skill.

- Muhammad Ali



WHEELCHAIR  
**BASKETBALL**  
CANADA

# Strategic Plan 2022-2028







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## FOR MORE INFORMATION

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# OPENING MESSAGE

At Wheelchair Basketball Canada, we know what it means to be a World Champion. We've earned that right many times in our history. But Champions are not simply declared; they are earned. You need to think and act like a Champion to become the Champion.

**Champions create their pathway for success. Champions lead on and off the court.**

Our athletes, coaches, officials, and staff know this all too well. They demonstrate potential, showing us what happens when we access our abilities.

As the world reacted to the events of the last two years, we've remained focused on the here and now and prioritized the safety of our athletes as they pursue their many ambitions. While grounding in our storied history, we must embody the Champion mindset as we embark on our future.

This is a pivotal time for the organization. This plan sets our strategic direction for the next six years - a time in which we will have two Paralympic Games and host the World Championships in Ottawa in 2026. We are setting aggressive goals because we believe in the potential of this organization, our athletes, and the sport of wheelchair basketball. Achieving our goals requires a united and committed team of engaged stakeholders because it will take the best of us to make this strategic plan possible. Our plan was built with you in mind, and we are excited to share how at Wheelchair Basketball Canada, we're building Champions with one common goal – to win on the world stage so that we can change people's lives through the impact of our sport.



Wendy Gittens, Executive Director



Kathy Newman, President



# YOU'RE INVITED

As Champions of our sport, your leadership matters.

This strategy is an invitation. We are outlining our winning ambition and strategic priorities to openly share what we are trying to achieve with the belief that you can help us achieve it.

Our commitment to you through this new strategy is shaped by the following promises so that you can live your full potential as a Champion of Wheelchair Basketball Canada. .

1. **Focus:** We have clarified what is most important to achieve our goals.
2. **Choice:** You're empowered to make decisions, guided by clear priorities.
3. **Agility:** This is a living, breathing document. It will evolve with us.
4. **Growth:** We will unlock potential for more endeavors. This is where we begin.
5. **Unity:** We recognize that high performance and grassroots are interconnected.

Let's get started together.





“

Wheelchair Basketball Canada, from the moment we had success, felt the responsibility to continue to be great for the good of the game.

**Patrick Anderson**  
3-time Paralympic Gold Medalist  
and World Champion

# FRAMEWORK

This plan is grounded in a new approach to that is defined in five key sections.



# DEFINITIONS

**PURPOSE:** Our always-on commitment.

**WINNING AMBITION:** Our north star objective of what we believe we can achieve together.

**GUIDING VALUES:** What we continuously draw on to guide our decisions.

**STRATEGIC PRIORITIES:** Where we need to succeed to achieve our winning ambition.

**ENABLERS:** Initiatives that create a foundation for success.





**OUR PURPOSE**

Drive the growth and evolution of the Game while championing inclusion to empower all people of all abilities to live to their potential



“

The sport really creates an opportunity for people to live to their potential and realize their potential.

Marni Abbott-Peter  
3-time Paralympic Gold Medalist  
and 3-time World Champion



## **OUR VALUES**

Excellence

Integrity

Inclusion

Accountability

Passion



## OUR WINNING AMBITION

Excellence – Every  
Day in Every Way

### KEY RESULT TARGETS

- Podium at Paralympic Games in 2024
- Podium at 2026 World Cup
- Podium at Paralympic Games in 2028

# STRATEGIC PRIORITIES

To achieve our winning ambition we've identified a series of objectives and key results.

By design, this is not a list of tactics. Instead, it is about clearly defining what we want to achieve to empower actions within your purview to make it happen.

We welcome you to consider priority tactics that can contribute to these strategic priorities and how we can achieve our winning ambition together.



**#1**

- HIGH PERFORMANCE

**#2**

- TARGETED RECRUITMENT AND SUPPORT OF PSO/CLUB SYSTEM

**#3**

- OTTAWA 2026 WORLD CHAMPIONSHIPS

# HIGH PERFORMANCE STRATEGY

Implement high performance practices and policies that support our winning ambition

### OBJECTIVE #1

Have a world-class daily training environment and competition for all National Team (NT) program athletes

KEY RESULTS

- 100% NT athletes have fully supportive training environments (court/gym time, coaching, IST) with 3 on-court practices per week with their clubs, weight room access, and therapy
- Sr. National Teams plays 25 Games per year
- 30 Individual Division 1 competitive games a year with club/PSO/university (domestic or abroad)

### OBJECTIVE #2

Grow and develop High Performance technical leaders and coaches

- Increase NextGen (NG) coaching pool attending NG HP camps to 10 reps from PSO/Club pool by 2026
- Develop HP coaching opportunities for the PSO and Club coaching pool.
  - 2 coaches and 2 opportunities by 2024
  - 3 coaches and 2 opportunities by 2026
  - 4 coach and 3 opportunities by 2028

2 or more female coaches in NT program by 2024

### OBJECTIVE #3

Grow and Develop Next Generation/National Team Recruitment program

- Host 10 Targeted regional NG Camps by 2024
- Increase national team athlete pool by 20% by 2026
- Compete in U23/25 World Championships.
  - U25 W- 2023
  - U23 M- 2025



# TARGETED RECRUITMENT AND SUPPORT OF PSO/CLUB SYSTEM

Help to grow the sport in alignment with our high-performance aspirations

## OBJECTIVE #1

Increase participants

## OBJECTIVE #2

Support program pathway

## OBJECTIVE #3

Establish consistent domestic competition structure

### KEY RESULTS

Partner annually with at least 2 regions for targeted support in recruitment initiatives

-MOU including roles and responsibilities, KPIs

Yearly growth targets (new participants):

- One-time participants (HAG, try it, etc) = 10000
- Regular weekly programming = 50 (Conversion rate of .5%)
- Of these targets, 30% U23/25 and 30% Women and Girls
- 95% retention rate
- Measured at yearly Members Meeting

Grow participation by 20% by 2028 (~250-300 new participants)

Identify and connect regional delivery partners for sustainable program pathways

- Ex: club, pso, nso, facility, school, etc
- 2 pilot programs by 2024

Technical leadership in every province by 2027

- All PSO head coaches Comp Dev certified (10)
- Learning Facilitator in every province (10)

National partnership with external organizations to support overall organizational recruitment

- 2 by 2024
- 6-8 by 2026

Targeted Regions host minimum:

- 20 games/yr/athlete by end of 2023
- 25 games/yr/athlete by end of 2025
- 30 game/yr/athlete by end of 2027

4 divisions at National Championships (one event) (Men, Women, Rec, 3x3) in 2024

All 10 provinces competing

- National Championships by 2026, maintained through 2028
- Canada Games in 2027



# OTTAWA 2026 WORLD CHAMPIONSHIPS

Host a major event to grow revenue and strengthen our brand to increase our investment in our high performance and recruitment strategies

### OBJECTIVE #1

Host a world class event that increases revenue generation opportunities

### OBJECTIVE #2

Host a world class event that grows brand strength

### OBJECTIVE #3

Ensure long-term legacy for Wheelchair Basketball Canada

KEY RESULTS

- Record ticket sales including selling out Canada Games
- Secure minimum 3 new partners for the World Championships (WC) in 2026 and retain for WBC beyond WC
- Secure funding contribution from all three levels of government (Federal, Provincial, Municipal)
- Wheelchair Basketball is the #1 Parasport of choice for Canadians (both to cheer for and play) as measured by consumer research
- Grow social and digital audiences by 20%
- Fan experience – conversion of ticket buyers and event attendees to be fans of WBC beyond Ottawa 2026 WC as measured by attendee surveys
- Establish Home of WBC and National Training Centre in Ottawa
- All 10 PSOs implement legacy plans that leverage the 2026 WWBC to increase participation nationally by 10%
- 150K local students to participate in schools program leading to WC



# PRIORITY ENABLERS

We embrace our responsibility to have integrated tactical plans that will achieve our strategic initiatives and winning ambition in a way that honours our values.

Success in these tactics will enable our excellence.



- #1
- ORGANIZATIONAL GOVERNANCE

- #2
- COMMITMENT TO SAFE SPORT & IDEA

- #3
- BRAND & COMMERCIAL STRATEGY

- #4
- CORPORATE SERVICES

# PRIORITY ENABLER KEY TACTICS

Support required to execute our strategy more efficiently and effectively while aligning with its objectives.

KEY TACTICS

**ENABLER #1**

Organizational Governance

- Financial, Audit and Risk Management
- Policy development, review and implementation
- Strategic Plan
- International Relations

**ENABLER #2**

Commitment to Safe Sport & Inclusion, Diversity, Equity, and Accessibility (IDEA)

- Safe Sport Policies (UCCMS) – review and update as needed
- IDEA
- Gender Equity - continued implementation of specific initiatives
- Athlete and Member Welfare

**ENABLER #3**

Brand and Commercial Strategy

- Increase non-government revenues
- Long-term brand strategy for WBC tied to 2026 World Championships established by 2024
- Implement robust communication and digital media strategy to increase brand strength

**ENABLER #4**

Corporate Services

- Human Resources
- Budget and financial reporting
- Membership services



# ACKNOWLEDGEMENTS

Wheelchair Basketball Canada would like to acknowledge and thank all those who contributed to the development of this Strategic Plan. This includes all Wheelchair Basketball Canada employees, our Board of Directors and Committee members. In addition, we would like to thank our ten provincial wheelchair basketball members, along with all the club programs for their valuable feedback. These organizations play a key role in our ability to achieve the goals laid out in this plan.





# 2022-2028 STRATEGIC PLAN



## PURPOSE

Drive the growth and evolution of the game while championing inclusion to empower all people of all abilities to live to their potential.

## GUIDING VALUES

Excellence | Integrity | Inclusion | Accountability | Passion

## WINNING AMBITION

Excellence – Every Day in Every Way

## KEY RESULT TARGETS

- Podium at Paralympic Games in 2024
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## HIGH PERFORMANCE STRATEGY

- Have a world class daily training environment and competition for all NT program athletes
- Grow and develop High Performance technical leaders and coaches
- Grow and Develop Next Generation/NT Recruitment program

## TARGETED RECRUITMENT & SUPPORT OF PSO/CLUB SYSTEM

- Increase participants
- Support program pathway
- Establish consistent domestic competition structure

## OTTAWA WORLD 2026 CHAMPIONSHIPS

- Host a world class event that creates increase in revenue
- Host a world class event that grows brand strength
- Ensure long-term legacy for Wheelchair Basketball Canada

## In sport,

the object of the game is to win. There are set rules and agreements made of how the game is played. **The goal is to be the best.**

## In business,

the object of the game is keep playing. New ideas can always be brought forward that change how the game is played and boldness is often rewarded. **The goal is to be better every day.**



We are in the business of sport. Every day we must strive to be better on our path to be champions.

Winning will help unlock opportunities while playing for a purpose will keep us in the game.