



2017 – 2020

STRATEGIC PLAN



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INTRODUCTION

We have engaged our Board of Directors in the creation of the Ontario Wheelchair Sports Association (OWSA) 2017 - 2020 Strategic Plan; a three-year roadmap to grow wheelchair sports across Ontario. This plan charts our key deliverables over the next three years and identifies the key performance indicators that will keep us focused and accountable.

OWSA is the provincial governing body for three (3) wheelchair sports throughout the province of Ontario: Wheelchair Basketball, Wheelchair Rugby and Wheelchair Tennis. We also provide programming for Wheelchair Athletics.

We provide support and a variety of programs and services to our athletes, clubs and stakeholders in order to encourage athletes with a disability to get active, have fun, and challenge themselves through the power of sport.

- We **connect** people looking for local wheelchair athletics, basketball, rugby, or tennis club/programs.
- Our **Bridging the Gap** program provides opportunities for “have a go” sessions and other introductory wheelchair sports events to try out our sports first-hand.
- We provide awareness of wheelchair sports through our **Schools Program**, in partnership with Wheelchair Basketball Canada.
- We provide opportunities to **compete** at tournaments, meets, and events at the local, provincial, national and international level.
- We provide sport wheelchairs through the OWSA's **Wheelchair Loans** program.
- Our **Enabling Change** program teaches the importance of accessibility and inclusion in the classroom or the workplace through participation.
- We provide our wheelchair athletes with funding opportunities through programs such as Quest for Gold, the Ontario High Performance Sport Initiative and other bursaries and grants.

VISION, MISSION, VALUES

VISION

We strive to create opportunities for athletes with disabilities to participate in any of our four sports at recreational, competitive, and high performance levels.

MISSION

To grow wheelchair sports opportunities across Ontario.

VALUES

- Integrity
- Collaborative – stronger together
- Inclusive
- Exceptional experience
- Respect

OUR PRIORITIES

1 Revenue Generation

OWSA recognizes the critical importance sound financial planning plays in delivering on our other three priorities. We will strive to build a sustainable revenue generation plan that enables us to achieve our vision, mission and priorities.

2 Communications & Public Relations

OWSA understands the importance a strong media presence has on increasing the awareness of the organization.

3 Partnerships

OWSA appreciates that strategic partnerships can contribute to the growth of our organization. With this in mind, we will work towards building and maintaining our existing partnerships and developing new partnerships that will enhance our members experience

4 Sport Opportunities

OWSA appreciates the need for strong grassroots programs with a provincial reach that provide recreational and competitive opportunities to develop athletes, coaches and officials

PRIORITY 1: REVENUE GENERATION

GOAL

A sustainable organization with appropriate resources to support the strategic direction through core funding, grants, and the engagement of the corporate community.

CORE STRATEGIES

1. Create an annual and sustainable fundraising event
2. Develop a strategic plan around grant opportunities to optimize access to funds
3. Develop a staffing plan and volunteer strategy to support the organization for the next three years
4. Increase funding from the Ontario Amateur Sport Fund
5. Recruit a new member of the Board of Directors with experience in sponsorship engagement
6. Create an inventory of sponsorship opportunities and build sponsorship packages
7. Launch and deliver a corporate team building program

PRIORITY 2: COMMUNICATIONS & PUBLIC RELATIONS

GOAL

An increased awareness of OWSA through a strong and targeted media presence

CORE STRATEGIES

1. Develop and implement a social media plan
2. Continue to maintain the current website
3. Create and publish a regularly scheduled e-newsletter to the members of OWSA and partners
4. Publish an Annual Report
5. Engagement of Ambassadors in OWSA programs
6. Develop athlete video stories
7. Create a tracking system for OWSA statistics

PRIORITY 3: PARTNERSHIPS

GOAL

Enhance OWSA's ability to deliver programs by leveraging new and existing partnerships with municipalities and the healthcare and education sectors while continuing to improve relationships with clubs, other PSOs and support agencies

CORE STRATEGIES

1. Implement a wheelchair basketball drop-in program with one municipality
2. Continue outreach to rehabilitation centres and investigate opportunities to connect with Recreation Therapists, Occupational Therapists, Physiotherapists and other health care professionals
3. Delivery of a wheelchair tennis program in partnership with Parkwoods Institute in London, Ontario
4. Engagement with the Abilities Centre, the Ontario Basketball Association and Rugby Ontario to increase opportunities for participation and development
5. Provide equipment support to Trenton wheelchair rugby program to increase participation
6. Hold annual symposium with wheelchair basketball coaches, officials and league members
7. Create an inventory of partnership gaps to identify opportunities

PRIORITY 4: SPORT OPPORTUNITIES

GOAL





Strong grassroots programs with a provincial reach that provide recreational and competitive opportunities to develop athletes, coaches and officials



CORE STRATEGIES






1. Identify sport hosting opportunities for the next three years
2. Host women's national championships in May 2017
3. Host ITF wheelchair tennis event
4. Host men's U23 World Championships in partnership with Wheelchair Basketball Canada
5. Increase number of drop-in wheelchair sport opportunities throughout the province
6. Engagement with the Invictus Games and legacy from the Games to support sport and volunteer growth
7. Engage children treatment centres and support agencies through the Bridging the Gap program
8. Delivery of programs targeting girls (GEAR program) and funding to sustain program
9. Identify opportunities to increase classification capacity in Ontario
10. Increase number of wheelchair rugby officials in Ontario







OPERATIONS PLAN




YEAR: 2017/2018 (April 2017 – March 2018)



	Not Started
	Work Initiation Phase
	Substantially Complete
	Complete





Priority	Deliverables	Lead	Details / Steps	KPI	Timing	Project Summary
REVENUE GENERATION	1. Create an annual and sustainable fundraising event	ED & OWSA staff	<ul style="list-style-type: none"> - Partner with Spinal Cord Injury Ontario - Select format & date & location of event (wheelchair basketball corporate team challenge) - Mattamy Athletic Centre reserved for November 2nd - Prepare Marketing material to promote event - Solicit corporate teams to participate & sponsor - Source items for welcome packages - Arrange catering - Create schedule - Run successful event - Send out event photos and thank participants/sponsors - Hold post-event meeting to discuss plans for subsequent year 	<ul style="list-style-type: none"> - Successful partnership with Spinal Cord Injury Ontario - New client list of corporate partners - Hosted an event that raised \$15K for OWSA 	Q3	
	2. Develop a strategic plan around grant opportunities & apply for grants that target a specific need	ED & BOD	<ul style="list-style-type: none"> - Review past grant applications - Inventory of available grants and timing - Create a schedule of target grants - Apply for funding for specific programs such as the GEAR to Play program (Trillium) and our 	<ul style="list-style-type: none"> - Inventory of available funding resources - Creation of an annual funding plan - Applications submitted for appropriate projects 	Q3	




		wheelchair basketball HP program (CPC grant)	- Funding granted to continue to offer programs		
3. Develop a staffing plan & volunteer strategy to support the organization for the next 3 years	OWSA Staff, ED & BOD	<ul style="list-style-type: none"> - Add a volunteer registration link to the OWSA's website - Create a volunteer database - Create a current organizational chart - Create a future organizational chart that reflects the division of duties - Investigate student and internship opportunities 	<ul style="list-style-type: none"> - Active and up-to-date volunteer database - Identified gaps in staff capacity - Hire students/interns to fill gaps 	Q1	
4. Recruit a new board member with sponsorship engagement experience	BOD	<ul style="list-style-type: none"> - Create a posting for a new OWSA board member with experience with sponsorship and donor engagement 	<ul style="list-style-type: none"> - New member elected to the board of directors with fundraising expertise 	Q2, Q3	
5. Create inventory of sponsorship opportunities & build sponsorship package	ED & BOD	<ul style="list-style-type: none"> - Consult with sponsorship expert for advice - Look for board member with sponsorship experience/expertise - Create sponsorship package - Create a potential list of sponsors/donors - Cold call socially-minded corporations 	<ul style="list-style-type: none"> - Printed and electronic sponsorship package - Database of potential donors/sponsors - One new corporate partner 	Q1, Q2, Q3 & Q4	
6. Increase funding from the Ontario Amateur Sport Fund	ED & BOD	<ul style="list-style-type: none"> - Acquire information regarding funding received by other Ontario MSO's - Acquire information about government funding counterparts receive in other provinces - Complete OASF application 	<ul style="list-style-type: none"> - List of base funding allocation to PSO's in Ontario - Submitted OASF application 	Q1	
7. Investigate corporate team building opportunities	OWSA Staff (EnAbling Change Coordinator)	<ul style="list-style-type: none"> - Research existing team building programs and measure for cost/experience. 	<ul style="list-style-type: none"> - Details of two comparable team building programs - Pricing and details of an OWSA Team Building program 	Q2	







			<ul style="list-style-type: none"> - Investigate the transition of the EnAbling Change program to a team-building program 			
COMMUNICATIONS & PUBLIC RELATIONS	8. Develop and implement a social media plan	ED & BOD & Summer Student	<ul style="list-style-type: none"> - Source existing social media plans from other PSO's and not-for-profit organizations - Reference social media policy - Draft a social media plan - Educate staff on plan and policies 	<ul style="list-style-type: none"> - Social media policy and media plan 	Q2, Q3	
	9. Maintain website, keeping it current	OWSA Staff	<ul style="list-style-type: none"> - Enter registration information about upcoming programs - Enter events on the events calendar - Keep club listing up-to-date 	<ul style="list-style-type: none"> - Website with current and up-to-date information 	Q1, Q2, Q3, Q4	
	10. Create and publish regularly scheduled e-newsletter	OWSA staff	<ul style="list-style-type: none"> - Create schedule for newsletters - Ensure email list is up-to-date - Draft content and send out 	<ul style="list-style-type: none"> - Regularly scheduled e-newsletters with current information about upcoming events. 	Q1, Q2, Q3, Q4	
	11. Engagement of Ambassadors in OWSA programs	OWSA staff and Athletes	<ul style="list-style-type: none"> - OWSA runs ambassador training program - Database of trained ambassadors - Athletes attend "Have A Go" days and other education and awareness events 	<ul style="list-style-type: none"> - Database of trained ambassadors - Trained ambassadors attend Have a Go Days and outreach events as needed - Athletes that are positive ambassadors and role models for the OWSA 	Q1, Q2, Q3, Q4	
	12. Publish an Annual Report	ED & BOD	<ul style="list-style-type: none"> - Compile events and statistics from the past year's events & programs. - Design annual report 	<ul style="list-style-type: none"> - Electronic and printed annual report to circulate to partners and stakeholders 	Q1	
	13. Develop video athlete stories	Student & OWSA	<ul style="list-style-type: none"> - Research athletes and their backgrounds - Identify athletes with interesting stories 	<ul style="list-style-type: none"> - 6 short videos that profile our athletes, tell their stories and encourage participation in sport 	Q2	

			<ul style="list-style-type: none"> - Interview athletes and create storyboards - Create short videos that can appear on social media 			
	14. Create tracking system for OWSA program statistics	OWSA staff	<ul style="list-style-type: none"> - Use BTG monthly report format to build reports for all OWSA programs 	<ul style="list-style-type: none"> - BTG monthly reports - Monthly reports that capture program participation 	Q1, Q2, Q3, Q4	
PARTNERSHIPS	15. Implement City of Toronto wheelchair basketball drop in program that can serve as a model for other municipalities	City of Toronto & OWSA staff	<ul style="list-style-type: none"> - Work with the city to determine locations for a wheelchair basketball program - Assist the City in their purchase/rental of sport wheelchairs - Train City staff on wheelchair basketball fundamentals - Participants register for the program. - Ensure participants are aware of skill development opportunities and clubs 	<ul style="list-style-type: none"> - Plans for 2017-18 program in two community centres in Toronto - Chairs and storage arranged - At least two city staff trained in each location - Participants registered for the program. - Participants aware of OWSA and additional programming offered 	Q1, Q2, Q3, Q4	
	16. Continue outreach to rehabilitation centres	OWSA Staff & Student	<ul style="list-style-type: none"> - Student to update database of recreation therapists - BTG Coordinator continues to reach out to rec therapists to coordinate "Have a Go" days. - Source athlete ambassadors to attend Have A Go days. - Follow up with participants to engage them in introductory sport programs. - Arrange wheelchair loans for new participants that would like to participate in sport. - Investigate professional associations in search of opportunities to address health care providers at 	<ul style="list-style-type: none"> - Up-to-date database of recreation therapists at Ontario rehabilitation hospitals - Communications sent to a minimum of one rehab hospital per week. - Host a "Have a Go" session at a rehabilitation hospital at least once per month. - List of professional associations and their professional development opportunities 	Q1, Q2, Q3, Q4	

			conferences or professional development events.			
	17. Delivery of Parkwoods wheelchair tennis program	OWSA Staff	<ul style="list-style-type: none"> - Connect with recreation therapist at Parkwoods Hospital in London, Ontario - Run a "Have a Go" day to introduce individuals with physical disabilities to wheelchair tennis - Create a regular weekly program if interest exists - Arrange facility space, source instructor and provide tennis nets, racquets and sport wheelchairs for the program. - Find a corporate partner to support the program. - Set start date and create online registration for programs. 	<ul style="list-style-type: none"> - Successful Have A Go day at Parkwoods Hospital in London, ON - Wheelchair Tennis instructor contracted to run a short-term program. - Facility space secured - 8 sport wheelchairs delivered for the program. - 8 new participants with physical disabilities now active and participating in wheelchair tennis. - Program sponsored by Coloplast 	Q1	
	18. Engagement with Abilities Centre, Ontario Basketball Association and Rugby Ontario to increase opportunity for participation	ED, Abilities Centre, Uof T, OBA, RO, Grandview Kids and the Durham school board, OPHEA	<ul style="list-style-type: none"> - Meet with Abilities Centre, OBA & RO - Build a plan to deliver a wheelchair basketball curriculum to school groups and the Ability Centre's stakeholders. - Intern from UofT's Occupational Therapy program to complete placement at the Abilities Centre building out the curriculum. - Hire program coordinator that will work on-site at the Abilities Centre delivering a wheelchair basketball program. 	<ul style="list-style-type: none"> - Partnership in place between Abilities Centre, OBA and UofT - OT Intern creating wheelchair basketball school curriculum at the Abilities Centre - Funding in place for program coordinator (Canadian Tire JumpStart) - Program Coordinator hired (Aug/Sept) - Wheelchair basketball program facilitated at the Abilities Centre (minimum of 2 programs/week) 	Q1, Q2, Q3, Q4	





	19. Support Trenton wheelchair rugby program with equipment	ED & BOD	<ul style="list-style-type: none"> - Apply for equipment grants (CPC) - Create a wheelchair rugby donation program 	<ul style="list-style-type: none"> - Funding in place to purchase two wheelchair rugby chairs for the Trenton wheelchair rugby program. 	Q1, Q2, Q3, Q4	
	20. Hold annual symposium with wheelchair basketball stakeholders	ED, OWSA Staff, Wheelchair Basketball Coaches, Administrators & Athletes (2 per club) and Head Official	<ul style="list-style-type: none"> - Apply for funding form the Coaches Association of Ontario to host conference - Once funding is secured, source location and date for symposium - Order refreshments, create agenda, facilitate discussion – review of league play (2016-17 season), athlete and coach development opportunities, tournaments, high performance programs - Direction for 2017-18 season 	<ul style="list-style-type: none"> - Funds in place from CAO - Symposium with at least one representative from each club - Review of 2016-17 season - Structure for 2017-18 wheelchair basketball season for athletes and coaches to participate at levels of participation, development and excellence. 	Q1, Q2	
SPORT OPPORTUNITIES	21. Identify sport hosting opportunities for the next 3 years	ED, Wheelchair basketball Canada, Canadian Wheelchair Sports Association, Tennis Canada	<ul style="list-style-type: none"> - Investigate possible regional and national championships that could be hosted in Ontario - Select events to host in the 2017-18 season - Apply for funding through the Ministry's Sport Hosting Program. 	<ul style="list-style-type: none"> - Host at least one national or international event in the 2017-18 season - Secure funding form Ontario's Sport Hosting Program for that events 	Q1, Q2	
	22. Host women's nationals championships in May 2017	ED, OWSA Staff, Local Club	<ul style="list-style-type: none"> - Source location - Arrange transportation - Build Schedule - Arrange Catering - Purchase trophies & awards - Source volunteers - Create program - Arrange for photography - Invite VIPs 	<ul style="list-style-type: none"> - Successful sources of funding (sponsors & hosting grant) - Attendance of a minimum of 6 women's teams from across Canada - Banquet and Awards Ceremony 	Q1	





			<ul style="list-style-type: none"> - Source sponsors - Apply for hosting grant - Arrange banquet 	<ul style="list-style-type: none"> - Athletes and equipment safely transported to and from Lester B Pearson airport 		
23. Host ITF wheelchair tennis tournament	ED, Tennis Canada, Niagara Sport Commission	<ul style="list-style-type: none"> - Source location - Arrange transportation - Build Schedule - Arrange Catering - Purchase trophies & awards - Source volunteers - Create program - Arrange for photography - Invite VIPs - Source sponsors - Apply for hosting grant - Arrange banquet 	<ul style="list-style-type: none"> - Successful sources of funding (sponsors & hosting grant) - Attendance of a minimum of 17 local, provincial, national and international wheelchair tennis players - Banquet and Awards Ceremony 	Q1, Q2		
24. Host Men's U23 wheelchair basketball World Championships	OWSA & Wheelchair Basketball Canada	<ul style="list-style-type: none"> - Secure location - Arrange transportation (OWSA to take lead) - Build Schedule - Arrange Catering - Purchase trophies & awards - Source volunteers - Create program - Arrange for photography - Invite VIPs - Source sponsors - Apply for hosting grant - Arrange banquet 	<ul style="list-style-type: none"> - Attendance from a minimum of 10 international teams - All athletes and their equipment safely transported to and from Lester B Pearson International Airport - Well organized, competitive tournament experience for all 	Q1, Q2		
25. Host end of season wheelchair basketball championships in May 2017	OWSA	<ul style="list-style-type: none"> - Source Location - Invite Teams - Create format and schedule - Provide refreshments 	<ul style="list-style-type: none"> - Successful end-of-year event with a minimum of 40 athletes in attendance competing at the recreational and competitive levels 	Q1		







	26. Increase the number of short-term programs throughout the province (Ongoing)	OWSA & Municipalities & support agencies	<ul style="list-style-type: none"> - Partner with support agencies that might have clients that have not been introduced to wheelchair sports - Approach municipalities for access to affordable facilities - Hire instructor - Open online-registration - Deliver sport wheelchairs and other equipment required for the program 	<ul style="list-style-type: none"> - One new short-term program in the province of Ontario 	Q1, Q2, Q3, Q4	
	27. Engagement with Invictus Games around potential legacy (sport and volunteers)	OWSA, Invictus Games, Volunteers	<ul style="list-style-type: none"> - Determine how legacy equipment could benefit the development of our sports (new athletes, athlete development etc.) - Partner with the Invictus Games on Legacy Initiatives 	<ul style="list-style-type: none"> - Equipment from the Invictus Games integrated into Ontario programs 	Q1, Q2, Q3	
	28. Engage children treatment centres (ongoing)	OWSA, BTG Coordinator, Support Agencies	<ul style="list-style-type: none"> - Outreach to support agencies - Run Have a Go day or multi-day instructional program - Source facility, athlete ambassador & instructor if required - OWSA to provide equipment - OWSA to handle registration 	<ul style="list-style-type: none"> - 1 new program - 5 new members - Minimum of 5 new people participating in wheelchair sports 	Q1, Q2, Q3, Q4	
	29. Delivery of programs targeting girls	OWSA, Clubs, Support Agencies	<ul style="list-style-type: none"> - Source funding for GEAR program (Girls Enabled and Ready to Play) - Create Bench Buddies Program - Partner with clubs to host girls-only clinics - Source instructors and facility - Run drills & games 	<ul style="list-style-type: none"> - Minimum of 4 new female Wheelchair Basketball athletes - National Team and Academy athletes taking on a leadership role in the program 	Q1, Q2, Q3, Q4	
	30. Increase number of wheelchair rugby officials in ON	OWSA, CWSA	<ul style="list-style-type: none"> - Identify tournament to run training - Source learning facilitator - Create online registration - Print training manuals 	<ul style="list-style-type: none"> - Minimum of 4 new officials trained in Ontario 	Q1	
	31. Deliver the OHPSI program for wheelchair	OWSA, CSIO, WBC, CWSA	<ul style="list-style-type: none"> - Create HP plan - Apply for OHPSI funding, 	<ul style="list-style-type: none"> - HP athletes benefitting from the coaching and IST 	Q1, Q2	




	rugby and wheelchair basketball athletes		- Create budget for coaching & IST delivery that aligns with NSOs	provided by the OHPSI program		
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YEAR: 2018/2019 (April 2018 – March 2019)




	Not Started
	Work Initiation Phase
	Substantially Complete
	Complete

Priority	Deliverables	Lead	Details / Steps	KPI	Timing	Project Summary
REVENUE GENERATION	1. Increase funding from the Ontario Amateur Sport Fund	ED & BOD	<ul style="list-style-type: none"> - Ensure application contains all of the required elements. - Ensure OWSA still in good standing with Ministry - Update operating plans as required 	<ul style="list-style-type: none"> - Application submitted by May 8, 2017 	Q1	
	2. Deliver annual fundraising event	ED, BOD & OWSA Staff	<ul style="list-style-type: none"> - As in 2017-18 - Modify 2017-18 event as required 	<ul style="list-style-type: none"> - Successful partnership with Spinal Cord Injury Ontario - New up-to-date client list of corporate partners 	Q2, Q3	
	3. Launch and deliver Corporate Team Building program	OWSA Staff & BOD	<ul style="list-style-type: none"> - Prepare marketing package - Circulate it in print, online and through social media - Deliver wheelchair basketball team building session 	<ul style="list-style-type: none"> - Successful team building event that increases awareness of the importance of accessibility and sport opportunities for athletes with disabilities 	Q2	
	4. Sponsorship Engagement	ED & BOD	<ul style="list-style-type: none"> - Review sponsorship package and update as required - Highlight specific needs and initiatives - Update donor list - Circulate to clients on donor list 	<ul style="list-style-type: none"> - Sponsorship package in print and digital form that has been circulated to stakeholders - Sponsorship engagement 	Q1, Q2, Q3, Q4	

	5. Apply for grants that fit within the grant funding strategy	ED & BOD	<ul style="list-style-type: none"> - Assess need and available funding for specific initiatives - Apply for appropriate and targeted granting programs 	<ul style="list-style-type: none"> - Applications submitted for appropriate programs - Funding granted to deliver targeted program 	Q1, Q2	
COMMUNICATIONS & PUBLIC RELATIONS	6. Create and publish regularly scheduled e-newsletter	OWSA Staff	<ul style="list-style-type: none"> - Create schedule for newsletters - Ensure email list is up-to-date - Draft content and send out 	<ul style="list-style-type: none"> - Regularly scheduled e-newsletters with current information about upcoming events. 	Q1, Q2, Q3, Q4	
	7. Maintain website, keeping it current	OWSA Staff	<ul style="list-style-type: none"> - Enter registration information about upcoming programs - Enter events on the events calendar - Keep club listing up-to-date 	<ul style="list-style-type: none"> - Website with current and up-to-date information 	Q1, Q2, Q3, Q4	
	32. Engagement of Ambassadors in OWSA programs	OWSA staff and Athletes	<ul style="list-style-type: none"> - OWSA runs ambassador training program - Database of trained ambassadors - Athletes attend "Have A Go" days and other education and awareness events 	<ul style="list-style-type: none"> - Database of trained ambassadors - Trained ambassadors attend Have a Go Days and outreach events as needed - Athletes that are positive ambassadors and role models for the OWSA 	Q1, Q2, Q3, Q4	
	8. Publish an Annual Report	ED & BOD	<ul style="list-style-type: none"> - Compile events and statistics from the past year's events & programs. - Design annual report 	<ul style="list-style-type: none"> - Electronic and printed annual report to circulate to partners and stakeholders 	Q1	
PARTNERSHIPS	9. Inventory of partnership gaps	ED & OWSA staff	<ul style="list-style-type: none"> - Review of past year's partnerships and do a cost/benefit assessment - Identify and inventory potential partners - Reach out to existing and potential stakeholders 	<ul style="list-style-type: none"> - Strong partnerships that are mutually beneficial for both organizations - A minimum of two new corporate or programming partners 	Q1, Q2, Q3, Q4	

	10. Hold annual symposium with wheelchair basketball stakeholders	ED, OWSA Staff, Wheelchair Basketball Coaches, Administrators & Athletes (2 per club) and Head Official	<ul style="list-style-type: none"> - Apply for funding form the Coaches Association of Ontario to host conference - Once funding is secured, source location and date for symposium - Order refreshments, create agenda, facilitate discussion – review of league play (2016-17 season), athlete and coach development opportunities, tournaments, high performance programs - Direction for 2017-18 season 	<ul style="list-style-type: none"> - Funds in place from CAO - Symposium with at least one representative from each club - Review of 2016-17 season - Structure for 2017-18 wheelchair basketball season for athletes and coaches to participate at levels of participation, development and excellence. 	Q1, Q2	
	11. Continue outreach to rehabilitation centres	OWSA Staff	<ul style="list-style-type: none"> - update database of recreation therapists - BTG Coordinator continues to reach out to rec therapists to coordinate "Have a Go" days. - Source athlete ambassadors to attend Have A Go days. - Follow up with participants to engage them in introductory sport programs. - Arrange wheelchair loans for new participants that would like to participate in sport. - Investigate professional associations in search of opportunities to address health care providers at conferences or professional development events. 	<ul style="list-style-type: none"> - Up-to-date database of recreation therapists at Ontario rehabilitation hospitals - Communications sent to a minimum of one rehab hospital per week. - Host a "Have a Go" session at a rehabilitation hospital at least once per month. - List of professional associations and their professional development opportunities 	Q1, Q2, Q3, Q4	
	12. Implement wheelchair basketball drop in program with a municipality based on the City of Toronto model	Ontario Municipality & OWSA staff	<ul style="list-style-type: none"> - Work with the city to determine locations for a wheelchair basketball program - Assist the City in their purchase/rental of sport wheelchairs - Train City staff on wheelchair basketball fundamentals 	<ul style="list-style-type: none"> - Plans for one program in a community centre with a new partner municipality - Chairs and storage arranged - At least two city staff trained in each location 	Q1, Q2, Q3, Q4	

			<ul style="list-style-type: none"> - Participants register for the program. - Ensure participants are aware of skill development opportunities and clubs 	<ul style="list-style-type: none"> - Participants registered for the program. - Participants aware of OWSA and additional programming offered 		
	13. Develop partnership with OBA – focus on officials	ED, OWSA Staff, WBC, OBA, Clubs, current WB officials	<ul style="list-style-type: none"> - Consult with OBA to learn about their officials development program - Inquire about opportunities to connect with their pool of officials - Schedule meetings with WB and OBA officials to measure interest and involvement - Build a plan for developing officials and ensuring they have opportunities to officiate - Implement plan 	<ul style="list-style-type: none"> - Plan in place that will provide a pool of qualified and trained officials for league and tournament games. 	Q1, Q2	
SPORT OPPORTUNITIES	14. Identify opportunities to increase classification capacity in ON	ED & BOD & NSOs	<ul style="list-style-type: none"> - Inventory the number of classifiers in the province of Ontario - Determine if additional classifiers are needed in a specific sport - Inquire about funding opportunities for classification training through CPC - Work with NSOs to train required classifiers 	<ul style="list-style-type: none"> - Sufficient number of classifiers in the province of Ontario able to attend provincial, national and international competitions 	Q2	
	15. Engage children treatment centres (ongoing)	OWSA, BTG Coordinator, Support Agencies	<ul style="list-style-type: none"> - Outreach to support agencies - Run Have a Go day or multi-day instructional program - Source facility, athlete ambassador & instructor if required - OWSA to provide equipment 	<ul style="list-style-type: none"> - 1 new program - 5 new members - Minimum of 5 new people participating in wheelchair sports 	Q1, Q2, Q3, Q4	

			<ul style="list-style-type: none"> - OWSA to handle registration 			
	16. Increase the number of short-term programs throughout the province (Ongoing)	OWSA & Municipalities & support agencies	<ul style="list-style-type: none"> - Partner with support agencies that might have clients that have not been introduced to wheelchair sports - Approach municipalities for access to affordable facilities - Hire instructor - Open online-registration - Deliver sport wheelchairs and other equipment required for the program 	<ul style="list-style-type: none"> - One new short-term program in the province of Ontario 	Q1, Q2, Q3, Q4	
	17. Deliver the OHPSI program for wheelchair rugby and wheelchair basketball athletes	OWSA, CSIO, WBC, CWSA	<ul style="list-style-type: none"> - Create HP plan - Apply for OHPSI funding, - Create budget for coaching & IST delivery that aligns with NSOs 	<ul style="list-style-type: none"> - HP athletes benefitting from the coaching and IST provided by the OHPSI program 		
	18. Identify funding opportunities to sustain programs targeting girls	OWSA & BOD	<ul style="list-style-type: none"> - Review grant strategy to see which grants are appropriate to sustain and increase offerings - Explore corporate sponsorship for the GEAR program 	<ul style="list-style-type: none"> - Sustainable funding that will allow us to maintain or increase the number of program offerings for women and girls 	Q1, Q2, Q3, Q4	

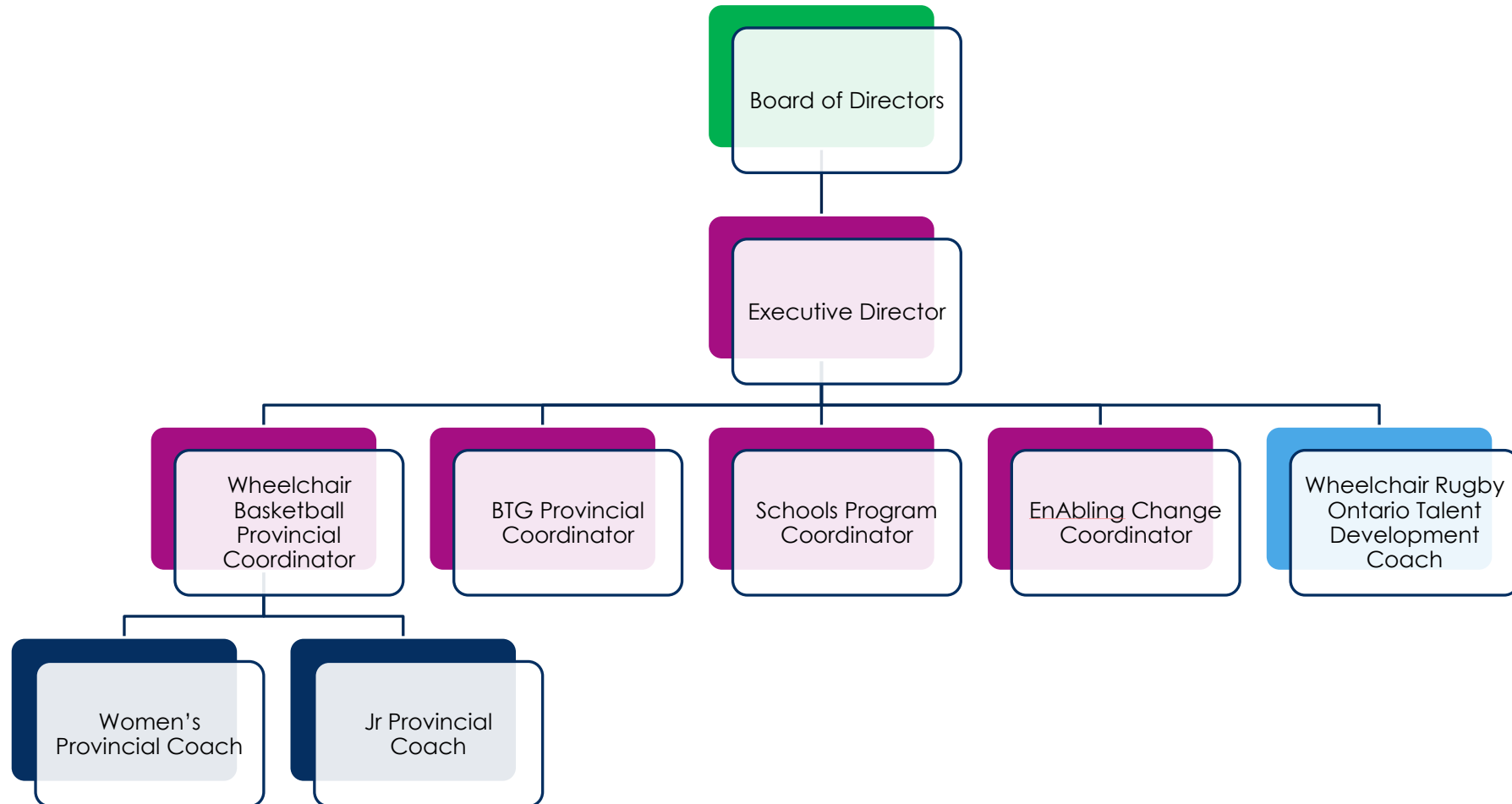
RISKS

March 2017

STRATEGIC PRIORITIES	RISK	MITIGATION	Red – High Yellow – Med Green - low
REVENUE GENERATION	1. Unable to generate funding resulting in the inability to sustain and deliver programs and grow wheelchair sport	<ul style="list-style-type: none"> ▪ Work to increase base funding from the Provincial Government ▪ Identify potential grant opportunities ▪ Recruit a Board member with fund development experience to assist with the development and implementation of a sponsorship program 	Red
COMMUNICATIONS & PUBLIC RELATIONS	2. Lack of awareness of potential opportunities for participation in wheelchair sports	<ul style="list-style-type: none"> ▪ Build profile through social media ▪ Regular communication to members ▪ Share the story of our athletes 	Yellow
PARTNERSHIPS	3. Unable to maintain existing partnerships or attract new partners	<ul style="list-style-type: none"> ▪ Meet or exceed expectations of partners – execute on deliverables ▪ Ensure OWSA and partners objectives and outcomes are aligned 	Yellow
SPORT OPPORTUNITIES	4. Lack of sufficient athletes to develop into high performance provincial and national team athletes	<ul style="list-style-type: none"> ▪ Delivery of grass route programming ▪ Delivery competition opportunities at all levels ▪ Build capacity through recruitment of volunteers 	Green

APPENDIX 1 – OWSA ORGANIZATIONAL CHART

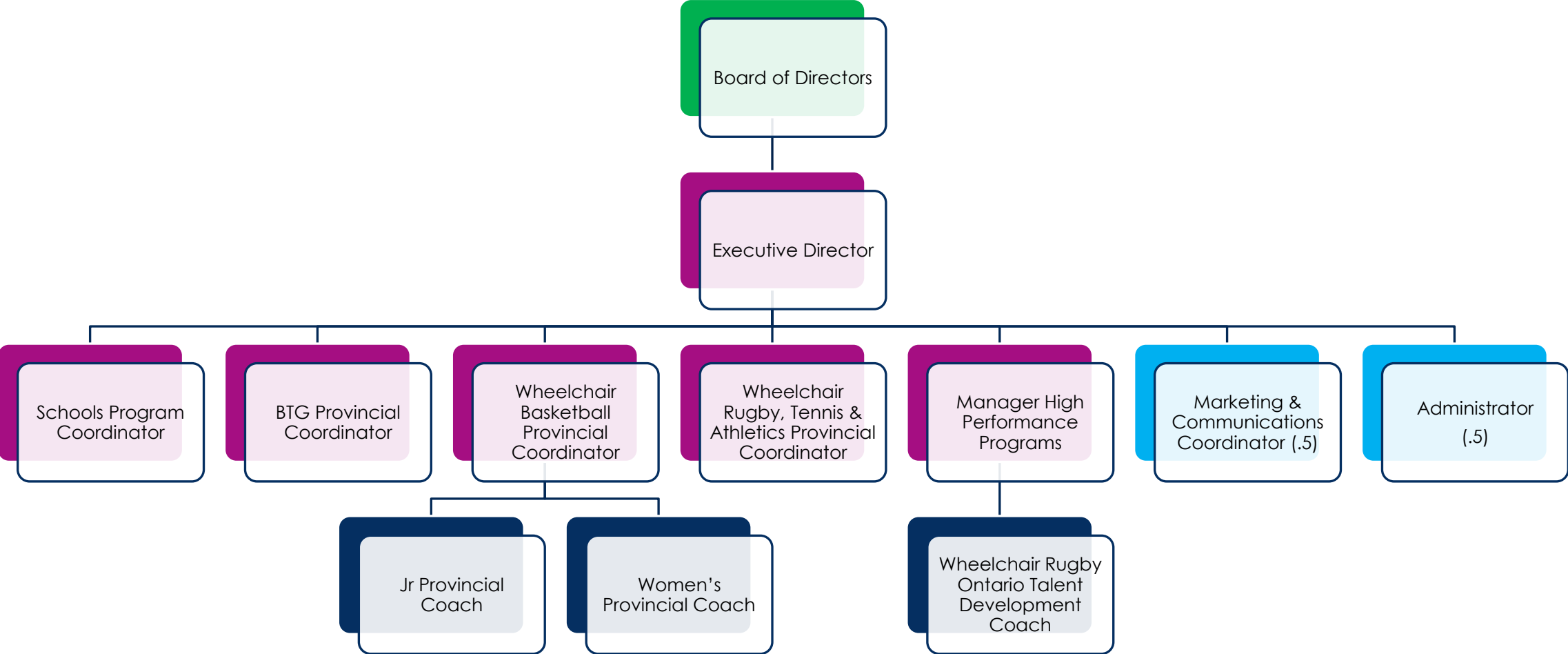
Current OWSA Organization Structure



AREAS OF RESPONSIBILITY

Board of Directors	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ Budget development & oversight ▪ Revenue Generation
Executive Director	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ Revenue generation ▪ AR & AP ▪ Budget development & oversight ▪ Grant applications & reports ▪ Organization administration / membership ▪ OHPSI – wheelchair basketball & rugby ▪ Wheelchair rugby high performance program ▪ Recreational programs, wheelchair rugby, wheelchair tennis ▪ Quest for Gold (wheelchair rugby, wheelchair tennis and wheelchair athletics) ▪ Communications & social media ▪ Hosting & competition
EnAbling Change Coordinator	<ul style="list-style-type: none"> ▪ Awareness & first contact schools & business
Schools Program Coordinator	<ul style="list-style-type: none"> ▪ Awareness and first contact schools
Bridging the Gap Coordinator	<ul style="list-style-type: none"> ▪ Awareness and first contact rehab centres and schools ▪ Recreation programs, league play, clinics, G.E.A.R to play days
Wheelchair Basketball Provincial Coordinator	<ul style="list-style-type: none"> ▪ Provincial high performance program ▪ Team Ontario ▪ Quest for Gold – wheelchair basketball

Future OWSA Organizational Structure



AREAS OF RESPONSIBILITY

Board of Directors	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ Budget development & oversight ▪ Revenue Generation
Executive Director	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ Revenue generation ▪ Budget development & oversight ▪ Grant applications ▪ Hosting & competition / Coach education
Schools Program Coordinator	<ul style="list-style-type: none"> ▪ Awareness and first contact school programs
Bridging the Gap Coordinator	<ul style="list-style-type: none"> ▪ Awareness and first contact rehab centres and schools ▪ Recreation programs, league play, clinics, G.E.A.R to play days
Wheelchair Basketball Provincial Coordinator	<ul style="list-style-type: none"> ▪ Recreation programs, league play, clinics, G.E.A.R. to play days ▪ Academy camps ▪ U19, U23/U25 late entry
Wheelchair Rugby, Tennis & Athletics Provincial Coordinator	<ul style="list-style-type: none"> ▪ Recreational & competitive programs – wheelchair rugby, wheelchair tennis & wheelchair athletics
Manager High Performance Programs	<ul style="list-style-type: none"> ▪ Provincial Coaches ▪ OHPSI – wheelchair basketball & rugby ▪ Provincial high performance program ▪ Team Ontario ▪ Quest for Gold – wheelchair basketball, wheelchair rugby & wheelchair tennis
Marketing & Communications Coordinator (.5)	<ul style="list-style-type: none"> ▪ Communications, social media
Administrator (.5)	<ul style="list-style-type: none"> ▪ AR & AP ▪ Reporting ▪ Organization administration / membership

APPENDIX 2 - OWSA STRATEGIC PLAN AT A GLANCE

Ontario Wheelchair Sports Strategic Plan at a Glance (2017-2020)

Where we're going									
Vision	We strive to create opportunities for athletes with disabilities to participate in any of our four sports at recreational, competitive, and high performance levels								
Mission	Grow wheelchair sport opportunities in Ontario								
Values	<ul style="list-style-type: none"> • Integrity • Collaborative 	<ul style="list-style-type: none"> • Inclusion • Respect 	<ul style="list-style-type: none"> • Exceptional Experience 	Commitments	To our members To our funding partners	To our athletes & their families To our donors	To our communities (municipal) To our NSOs	To our government agencies	
Guiding Principles	<ul style="list-style-type: none"> ▪ Grow financial capacity while operating within our means ▪ Create and maintain strong partnerships 								
Priorities <i>Where we're going and what we need to focus on in more detail.</i>	1. Revenue Generation OWSA recognizes the critical importance sound financial planning plays in delivering on our other three priorities. We will strive to build a sustainable revenue generation plan that enables us to achieve our vision, mission and priorities.	2. Communications & public relations OWSA understands the importance a strong media presence has on increasing the awareness of the organization.	3. Partnerships OWSA appreciates that strategic partnerships can contribute to the growth of our organization. With this in mind, we will work towards building maintaining our existing partnerships and developing new partnerships that will enhance our members experience	4. Sport Opportunities OWSA appreciates the need for a strong grassroots program with a provincial reach and the role competition plays in developing athletes, coaches and officials.					
How we're moving forward									
Strategic Directions <i>High level courses of action</i>	1. Build a sustainable organization and resources to support strategic direction	2. Engage the corporate community through a sponsorship program	3. Increase communications	4. Promotions	5. Continue to build municipal partnerships that allow OSWA to increase programming and / or drop in programs	6. Continue to build relationships with healthcare sector ensuring OWSA is the first point of contact for families and potential athletes with a disability	7. Improve connection and communications with clubs, PSOs and support agencies	8. Pursue opportunities to hold sport competitions	9. Grow grassroots programs throughout the province
Key Deliverables 2017 / 2018	Create an annual and sustainable fundraising event	Create inventory of sponsorship opportunities & build sponsorship package	Develop and implement a social media plan	Engagement of Ambassadors in OWSA programs	Implement City of Toronto wheelchair basketball drop in program	Continue outreach to rehabilitation centres	Engagement with Abilities Centre to increase opportunity for participation	Identify sport hosting opportunities for the next 3 years	Increase the number of short term programs throughout the province (Ongoing)
	Develop a strategic plan around grant opportunities	Recruit a new board member with sponsorship engagement experience	Maintain website, keeping it current	Publish an Annual Report	Engagement with Abilities Centre, Ontario Basketball Association & Rugby Ontario	Delivery of Parkwoods wheelchair tennis program	Support Trenton wheelchair rugby program with equipment	Host women's nationals championships in May 2017	Engagement with Invictus Games around potential legacy (sport and volunteers)
	Develop a staffing plan & volunteer strategy to support the organization for the next 3 years	Investigate corporate team-building opportunities	Create and publish regularly scheduled e-newsletter	Develop video athlete stories	Support Trenton wheelchair rugby program with equipment		Hold annual review conference with wheelchair basketball league members	Host ITF wheelchair tennis tournament	Engage children treatment centres (ongoing)

	Increase funding from the Ontario Amateur Sport Fund			Create tracking system for OWSA program statistics				Host Men's U23 wheelchair basketball World Championships	Delivery of programs targeting girls
								Host end of season wheelchair basketball championships in May 2017	Increase number of wheelchair rugby officials in ON
Key Deliverables 2018 / 2019	Increase funding from the Ontario Amateur Sport Fund	Launch and deliver Corporate Team Building program	Create and publish regularly scheduled e-newsletter	Publish an Annual Report	Inventory of partnership gaps	Continue outreach to rehabilitation centres	Hold annual review conference with league members	Identify opportunities to increase classification capacity in ON	Identify funding opportunities to sustain programs targeting girls
	Deliver annual fundraising event	Sponsorship Engagement	Maintain website keeping it current	Engagement of Ambassadors in OWSA programs	Implement wheelchair basketball drop in program with a municipality based on City of Toronto model		Develop partnership with OBA – focus on officials	Host Toronto Invitational wheelchair rugby tournament	Engage children's treatment centres (ongoing)
	Apply for grants that fit within the grant funding strategy								Increase the number of short term programs across Ontario
Key Deliverables 2019 / 2020	Maintain or increase funding from the Ontario Amateur Sport Fund	Deliver Corporate Team Building Program	Create and publish regularly scheduled e-newsletter	Publish an Annual Report	Increase municipal wheelchair basketball drop-in programs	Continue outreach to rehabilitation centres	Hold annual conference with league members	Host Toronto Invitational wheelchair rugby tournament	Identify funding opportunities to sustain programs targeting girls
	Deliver annual fundraising event	Sponsorship Engagement	Maintain website	Engagement of Ambassadors in OWSA programs					Engage children's treatment centers