



**ON
PARA**

2020 – 2023

STRATEGIC PLAN



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INTRODUCTION

We have engaged our Board of Directors in the creation of the Ontario Para Network (ONPARA) 2020 - 2023 Strategic Plan; a three-year roadmap to grow adaptive 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.

ONPARA 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 ONPARA's **Wheelchair Loans** program.
- We provide our wheelchair athletes with funding opportunities through programs such as Quest for Gold, the Ontario High Performance Sport Initiative and other funding initiatives.

VISION, MISSION, VALUES

VISION

Together with our partners, grow awareness and opportunities for adaptive sports in Ontario

MISSION

Stewards of inclusion through adaptive sport

VALUES

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

GUIDING PRINCIPLES

- Grow financial capacity while operating within our means
- Create and maintain strong partnerships

VISION 2023

- 1** A Province-wide Network
- 2** Financial Stability
- 3** Industry Leadership
- 4** A Healthy and Accountable Organization

We will develop self-sustaining regional networks that offer opportunities to participate in adaptive sport at all stages

We will create stable, long-term corporate partnerships and explore diversified funding sources to create stability in our organization.

We will develop a respected and well-known brand so we can act as recognized leaders in parasport in Ontario

We will develop a skilled and engaged board and staff to achieve our mission.

PRIORITY 1: EXPANDING OUR PROGRAMMING

GOAL

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

STRATEGIC DIRECTIONS

1. Sustaining Our Programs
2. Establishing Regional Presence

CORE STRATEGIES

1. Continue outreach to rehabilitation centres and investigate opportunities to connect with Recreation Therapists, Occupational Therapists, Physiotherapists and other health care professionals.
2. Continue to develop programs with partners in education, health care, and municipal governments and explore the creation of regional HUBS.
3. Hold annual symposium with wheelchair basketball coaches, officials and league members.
4. Identify sport hosting opportunities and plan for hosting a biennial International Wheelchair Rugby tournament.
5. Support and promote Ontario's ITF wheelchair tennis events and explore ways to leverage them to increase wheelchair tennis awareness.
6. Engagement with Soldier On to support sport development and volunteer growth
7. Engage children treatment centres and support agencies through the Bridging the Gap program
8. Continue to promote the development of women and girls (GEAR program) and secure funding to sustain program.

PRIORITY 2: EXPANDING REVENUE OPPORTUNITIES

GOAL

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

STRATEGIC DIRECTIONS

1. Developing Corporate Partnerships
2. Diversifying Revenue Streams

CORE STRATEGIES

1. Recruit a new member of the Board of Directors with experience in sponsorship engagement.
2. Create an inventory of sponsorship opportunities and build sponsorship packages.
3. Continue to refine and promote a corporate team building program.
4. Continue to maintain the current website.
5. Publish an Annual Report.
6. Explore more opportunities to tell our athlete's stories
7. Build on the success of our annual fundraising event, Hoop it Up!
8. Explore registered charitable status as an avenue to increase funding.

PRIORITY 3: EXPANDING OUR BRAND AND INFLUENCE

GOAL

An increased awareness of ONPARA through strong communication with members and partners.

STRATEGIC DIRECTIONS

1. Telling Our Story
2. Collaborating with PSOs

CORE STRATEGIES

1. Develop and implement social media campaigns.
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. Engage trained Ambassadors in ONPARA programs.
6. Develop athlete video stories.
7. Engage interns and students to assist with communications.

PRIORITY 4: A HEALTHY AND ACCOUNTABLE ORGANIZATION

GOAL

Build capacity through the recruitment, training and engagement of skilled staff and volunteers.

STRATEGIC DIRECTIONS

1. Enhancing Our Board
2. Developing Corporate Capacity

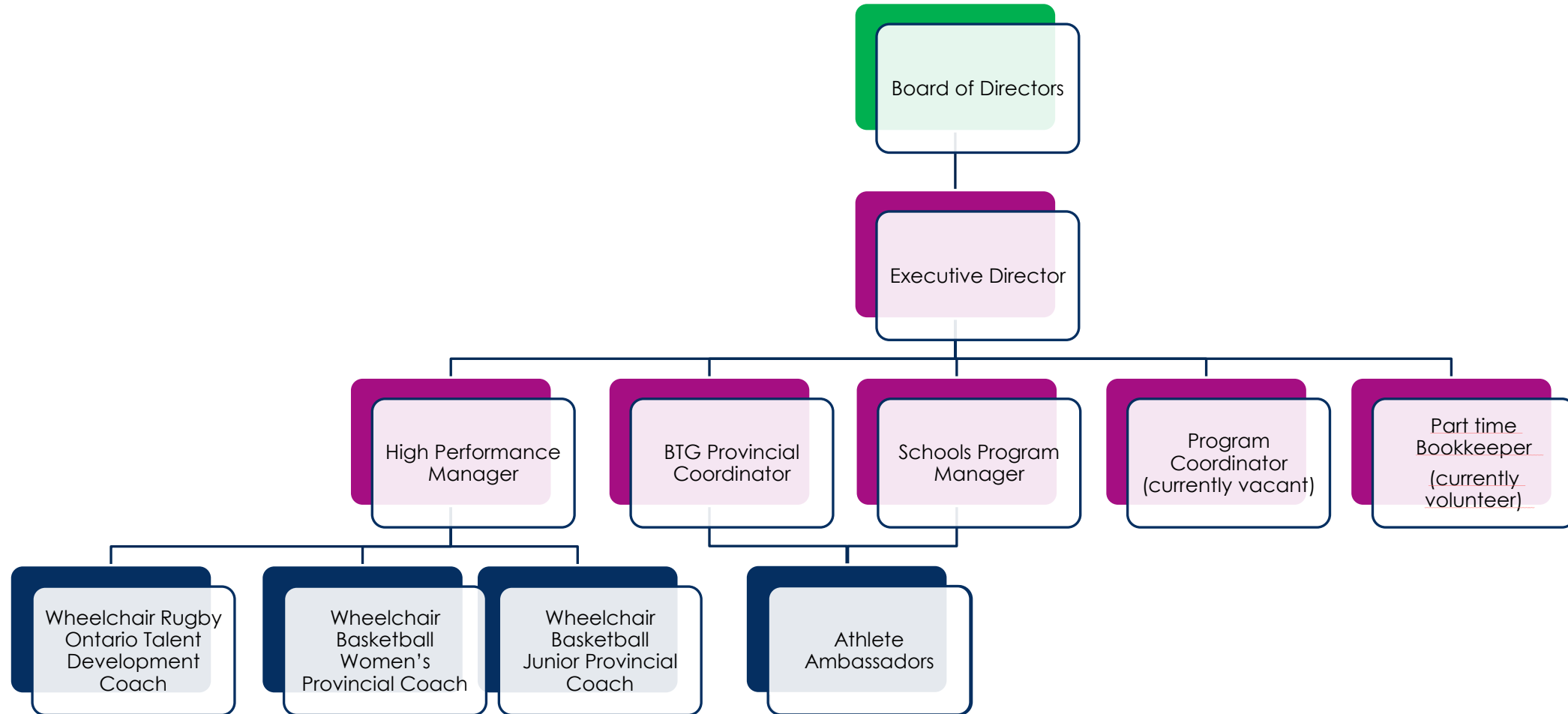
CORE STRATEGIES

1. Update board of director's skills matrix to identify gaps and recruit members to fill gaps.
2. Review current and future organizational structure.
3. Create a human resources committee.
4. Develop employee resources such as an employee handbook
5. Ensure staff are aware of professional development opportunities.
6. Develop professional development plans for technical leadership.
7. Seek corporate partners to support events through employee volunteer programs or give-back events.

RISKS

STRATEGIC PRIORITIES	RISK	MITIGATION	Red – High Yellow – Med Green - low
EXPANDING OUR PROGRAMMING	1. Lack of awareness of potential opportunities for participation in wheelchair sports. Unwillingness of partners to commit to creation and development of para programs	<ul style="list-style-type: none"> ▪ Target partners in the health sector, education sector or municipal governments who have made a commitment to inclusion. ▪ Source funding to contract staff to assist partners with program development and delivery. ▪ Develop communications plan to promote awareness of the health, social and psychologic benefits of parasport participation 	Yellow
EXPANDING REVENUE OPPORTUNITIES	2. Unable to generate funding resulting in the inability to sustain and deliver programs and grow para sport opportunities	<ul style="list-style-type: none"> ▪ Meet or exceed expectations of partners – execute on deliverables ▪ Ensure ONPARA and partner's objectives and outcomes are aligned ▪ Source revenue from diverse funding streams ▪ Continue to populate and update the list of potential sponsors 	Yellow
EXPANDING OUR BRAND AND INFLUENCE	3. Unable to maintain existing partnerships or attract new partners	<ul style="list-style-type: none"> ▪ Build profile through social media ▪ Regular communication to members ▪ Share our athletes' stories 	Green
EXPANDING OUR CAPACITY	4. Lack of capacity to deliver sustainable programs	<ul style="list-style-type: none"> ▪ Build capacity through recruitment of volunteers ▪ Build community champions in municipalities, the health and education sectors 	Red

APPENDIX 1 – ONPARA ORGANIZATIONAL CHART



Ontario Para Network Strategic Plan at a Glance (2020-2023)

Where we're going								
Vision	Stewards of inclusion through adaptive sport							
Mission	Together with our partners, grow awareness and opportunities for adaptive sports in Ontario							
Values	<ul style="list-style-type: none"> Respect Mentorship 	<ul style="list-style-type: none"> Inclusion Dedication 	<ul style="list-style-type: none"> Fair Play Integrity 	Commitments	To our members To our funding partners	To our athletes & their families To our donors	To our communities (municipal) To our government agencies To our NSOs	
Guiding Principles	<ul style="list-style-type: none"> Grow financial capacity while operating within our means Create and maintain strong partnerships 							
Vision 2023 <i>What we are driving toward</i>	1. A Province-Wide Network <i>We will develop self-sustaining regional networks that offer opportunities to participate in adaptive sport at all stages</i>		2. Financial Sustainability <i>We will create stable, long-term corporate partnerships and explore diversified funding sources to create stability in our organization</i>		3. Industry Leadership <i>We will develop a respected and well-known brand so we can act as recognized leaders in parasport in Ontario</i>		4. A Healthy, Accountable Organization <i>We will develop a skilled and engaged board and staff to achieve our mission</i>	
How we're moving forward								
Strategic Priorities <i>Where we need to focus to get there</i>	A. Expanding Our Programming		B. Expanding Revenue Opportunities		C. Expanding Our Brand & Influence		D. Expanding Our Capacity	
Strategic Directions <i>High level courses of action</i>	i. Sustaining Our Programs	ii. Establishing regional presence	iii. Developing Corporate Partnerships	iv. Diversifying Revenue Streams	v. Telling Our Story	vi. Collaborating with PSOs	vii. Enhancing Our Board	viii. Developing Corporate Capacity
KEY DELIVERABLES 2020/2021	Revise High Performance plans for wheelchair rugby and wheelchair basketball in advance of new OHPSI intake.	Submit Ontario Trillium Foundation application to hire a regional BTG/school Coordinator	Build a sponsorship package.	Develop Corporate Team-building template that can be customized for each potential partner.	Refresh Marketing & Engagement Strategy	Convene a PSO Roundtable with a minimum of two targeted sports: athletics, cycling, badminton in order to partner on para athlete recruitment.	Recruit a board member with sponsorship expertise	Conduct a review of organizational structure and programs. Update job descriptions.
	Meet with WRC to discuss transitioning Toronto Invitational to a Biennial International NEXTGEN wheelchair	Target Ottawa and London as areas of focus and work to build strategic alliances in those regions with the Abilities Centre and Soldier On	Develop an inventory of sponsorship opportunities & generate a list of targeted potential sponsors.	Continue to grow "Hoop it Up" annual fundraising event	Engage Interns & Communications Students to help tell our story.	Partner with two PSOs to deliver a Have A Go day or combined adaptive sport days.	Update board skill matrix to identify potential gaps (professional/skill) in advance of the AGM	Complete the employee handbook.

	rugby tournament							
	Secure tennis partners across the Greater Toronto Area to host and deliver monthly wheelchair tennis league matches.	Continue to promote our new brand (banners, brochures, apparel etc.) at information fairs, tournaments, league games, clinics etc. Target minimum of 2 conferences/fairs, 1 tournament, 12 league events and 2 clinics.	Secure one new corporate sponsor.	Explore Charitable Foundation for the organization vs. Bridging the Gap	Keep website up-to-date & send regularly scheduled e-newsletters	Deliver a multi-sport adaptive family camp.	Develop a Staff succession plan	List professional development opportunities and the associated cost. Attendance at conferences, networking events, skills training, sporting events etc. PD opportunity for a minimum of 2 staff.
	Continue to source funding from CPC for athlete development and training opportunities.	Expand Wheelchair Basketball school program to the Ottawa region.		Partner with schools who participate in our program to run fundraising basketball tournament in support of ONPARA	Prepare athlete bios for promotional purposes.	Deliver a women's-only multisport festival.		Recruit volunteers as part of a targeted "give back" or "social impact" strategy within various corporations.
	Run a minimum of twelve 'have a go' days and three education sessions with clinicians.	Work with Athletics Ontario, Athletics Canada and other DSOs to build a pathway for para athletics.			Submit one abstract to speak at the Sport for Life or Sport Leadership conference. – best practices for para athlete recruitment.	Collaborate with other PSOs to promote Bridging the Gap across the country. Target Athletics and Cycling.		
	Recruit and train a minimum of 3 new wheelchair basketball and 2 new wheelchair rugby officials.				Continue to promote our programs through schools, school boards and OFSAA	Formation of a DSO Alliance to address fragmentation in the para sport sector		