

# 2017-2021 Strategic Plan

Canadian Cerebral Palsy Sports Association



# Acknowledgements

Thank you to everyone who contributed their thoughts and time to the CCPSA Strategic Planning Process. In particular, thank you to all that responded to our survey and those parasport leaders that participated in one-on-one interviews. In addition, thank you to the CCPSA Board of Directors, staff, Boccia Canada Council, Athletes' Council, Participation & Development Committee, the High Performance Committee and Debrief group, the In-person Strategic Planning Working Group, and our Strategic Planning Facilitator.

## Strategic Planning Committee

**Sandy Hermiston (President, CCPSA)**  
**Cornell Dover (Treasurer, CCPSA)**  
**Jane Dukovich (Secretary, CCPSA)**  
**Gary Vander Vies (Chair, Boccia Canada Council)**  
**Peter Leyser (Executive Director, CCPSA)**  
**Jennifer Larson (Program Manager, CCPSA)**  
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# President's Message



On behalf of the Canadian Cerebral Palsy Sports Association, I am extremely pleased to present our Organization's 2017-2021 Strategic Plan.

Over the course of the past year we have engaged with over 150 individuals and stakeholders including athletes, officials, coaches, National and Provincial Sport Organizations, Multi-Sport Organizations, Funders, and leading disability sport practitioners. What we heard is that in addition to our important work as the National Sport Organization for boccia, there remains a need for CCPSA in the broader roles of education, advocacy, partnerships, and program delivery for those Canadians with cerebral palsy and related disabilities who wish to participate in sport and physical activity. This is an area that we as an organization had moved away from in recent history, but through reflection during the Strategic Planning process, the CCPSA is committed to once again focus on, as confirmed in our new vision and mission statements. We recognize however that to realize our vision and mission, it will take the collective effort of everyone who delivers parasport across the country. We welcome the opportunity to work with both new and existing partners and stakeholders who share this vision.

Since our establishment in 1985, the work of the CCPSA has touched the lives of many athletes and families. There have been tremendous stories and achievements along the way over the past thirty-two years. I'm confident that with our new four year strategic plan, we have set the right direction for CCPSA that will increase opportunities for those with cerebral palsy and related disabilities to participate in sport and physical activity, and assist them in achieving their own personal success.

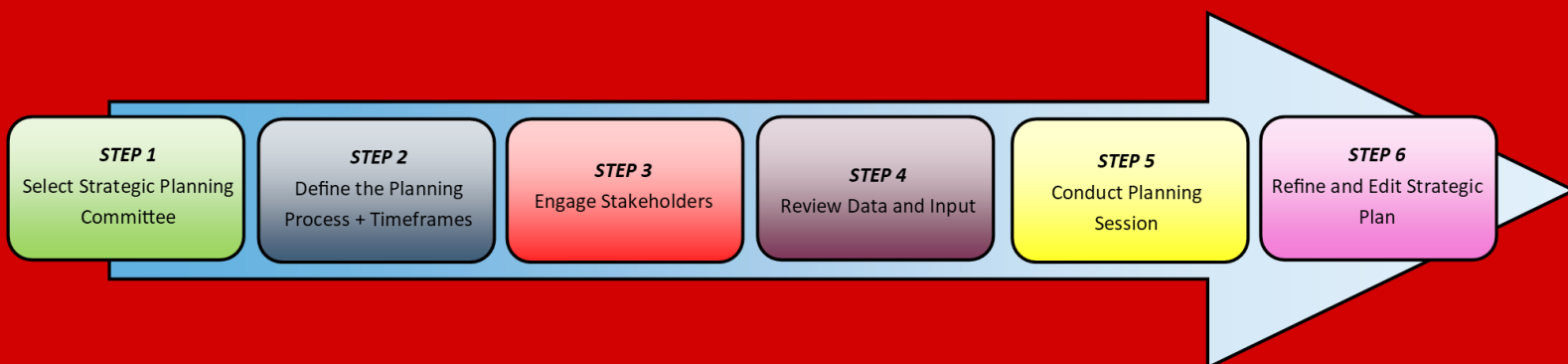
Sincerely,

A handwritten signature in black ink that reads "Sandy Hermiston".

Sandy Hermiston  
President  
Canadian Cerebral Palsy Sports Association

# Strategic Planning Process & Timeline

The entire Strategic Planning process occurred over the course of one year. This included soliciting offers for a Strategic Planning Facilitator, identifying a Strategic Planning Committee, engaging stakeholders via survey and one-on-one interviews, reviewing data, identifying and prioritizing strategic directions and key performance indicators, writing, and distributing the 2017-2021 Strategic Plan.





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**With our vision, mission, values, objectives and key performance indicators affirmed, we have a clear direction that will guide CCPSA for success in the future.**

Peter Leyser  
Executive Director, CCPSA

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## A Review of the Core Organizational Statements

As we began the Strategic Planning Process, we understood the need to go back and review the core CCPSA Organizational Statements including vision, mission and values. This was an important step to ensure that there was alignment in those Statements with both what we are actually doing, and where we see ourselves going.

## VISION

While reviewing our vision, we identified and acknowledged the dual roles of the CCPSA. Although we are the recognized National Sport Organization for boccia and the majority of our resources are currently allocated to this, we acknowledged that we cannot lose sight of our advocacy and education role for Canadians with cerebral palsy and their opportunities to participate in sports and physical activity. In describing a view for the preferred future state of the organization, the vision, we resolved to broaden the scope of our work beyond boccia for those with cerebral palsy and related disabilities.

***Canadians with cerebral palsy and related disabilities have access to and are inspired to achieve personal excellence and embrace lifelong participation in sport and physical activity, while Canada is a leading nation in boccia.***





## MISSION

While recrafting our mission, we wanted to ensure that it clearly stated the fundamental purpose of the organization, describing why we exist, who we serve, and what are we doing to achieve our vision. Flowing from the vision exercise, we understood the necessity to express both the boccia side of our work, but also the broader role we play within sport and physical activity in serving those with cerebral palsy and related disabilities.

***We collaborate with partners to increase the participation of Canadians with cerebral palsy and related disabilities in sport and physical activity, while leading, developing and growing boccia from grassroots, to producing World and Paralympic Champions.***

## VALUES

In the CCPSA's 2013-2017 Strategic Plan, nine key values of the Organization were identified. Those values were chosen at the time to describe the approach and manner in which we work to achieve our goals. In addition, a set of eight principles were established that stated how we wish to conduct the day-to-day business and activities of the CCPSA.

Upon review, we realized there was some overlap and repetition in the current CCPSA values and principles. There was an overwhelming sentiment to simplify with a smaller, clearer set of values, which truly resonate and go beyond just buzzwords. More importantly, the new set of values that we identified very closely align with CCPSA's most valuable stakeholder, the athletes. They demonstrate the virtue of these values everyday both on and off the playing field.

***Excellence:*** We display a commitment to excellence in all areas and to achieving outstanding results. "Every day, every way".

***Resilience:*** We demonstrate perseverance, an open-minded approach that is flexible and adaptable, yet consistent.  
"#hanginthere"

***Inclusivity:*** We believe in access and inclusion, equitable opportunities, and an open door for all participants.

***Collaboration:*** To truly achieve success and make a difference, we understand it is essential to work together in partnership.



# 2017-21 Strategic Plan Overview



## Boccia High Performance

Deliver a world-class high performance program for the National Boccia Training Squad

Enhance and align high-performance coaching and technical leadership structures to support world-class performances

Enhance the daily training environments to support world-class performances of National Boccia Training Squad

Ensure that National Boccia Training Squad has access to world-class competitive opportunities

Deliver a structured and comprehensive Integrated Support Team and services to our National Boccia Training Squad

## Boccia and CP Participation & Development

Lead and support the coordinated implementation of Boccia Long-Term Athlete Development model and programs across Canada

Provide Provincial Members and clubs with services, resources and best practices to support their growth and the delivery of Boccia

Lead the development and implementation of a coordinated national competition framework promoting meaningful, stage-based, Boccia competition

Support coaching development by further developing Boccia's National Coaching Certification Program and coaching pathways spanning Community Development to High Performance

Support classification and officiating development by further refining pathways for National classification and officiating certification, as well as providing opportunities to practice

More Canadians with Cerebral Palsy and related disabilities are participating in sport with coaches available to support their needs

## Governance & Leadership

CCPSA has a strong Board and is a leader in good Governance

The organization is prepared and pro-active regarding matters related to risk management and sound policies

CCPSA is staffed by capable and accountable employees, with clear roles, responsibilities and performance measures

CCPSA effectively recruits, trains, retains and rewards volunteers

## Communications & Marketing

CCPSA's activities are guided by a comprehensive internal and external communications and marketing strategy

CCPSA's services and programs are provided in both official languages

## Funding & Partnerships

CCPSA has diversified and sustainable Revenue Streams

CCPSA has established Partnerships with other disability service organizations





# 1. High Performance



Deliver a world-class high performance program for the National Boccia Training Squad	Enhance and align high-performance coaching and technical leadership structures to support world-class performances	Enhance the daily training environments to support world-class performances of National Boccia Training Squad	Ensure that National Boccia Training Squad have access to world-class competitive opportunities	Deliver a structured and comprehensive Integrated Support Team and services to our National Boccia Training Squad
<p>2020 Paralympic Games: One podium finish in BC4 Pairs. Canada qualifies seven athletes including BC3 and BC4 Pairs and one BC1/BC2 athlete</p> <p>Clear performance objectives for each National Team athlete is developed and communicated between the athlete and coaches</p> <p>We have a defined National Boccia Team program and NextGen program in all classes</p> <p>Deeper pool of athlete talent</p> <p>Conduct a High Performance Debrief annually to evaluate program</p>	<p>Clear roles, responsibilities and feedback for all technical leadership positions</p> <p>Increased number of qualified coaches involved in High Performance program (minimum NCCP Competition-Development certified)</p> <p>Succession Plan designed and implemented for technical leadership positions</p> <p>Increase investment in training and professional development for Coaches, officials and team staff</p>	<p>Centralize Training: Extend the benefits and increase access to National Boccia Training Centre at INS in Montreal for all National training squad athletes, for talent identification/player recruitment purposes, and development of coaches and officials</p>	<p>Targeted athletes (BC4) compete in 3 BISFed events per year</p> <p>NextGen athletes (BC1, 2, 3) compete in 3 BISFed events per year</p>	<p>Sport Science and Medical services provided are increased and serving the needs of our National Team athletes</p> <p>1:1 Sport Assistant accreditations for BC2 and BC4 classes</p> <p>Canadian athletes have world leading equipment</p>



## 2. Participation & Development

Lead and support the coordinated implementation of Boccia Long-Term Athlete Development model and programs across Canada	Provide Provincial Members and clubs with services, resources and best practices to support their growth and the delivery of Boccia	Lead the development and implementation of a coordinated national competition framework promoting meaningful, stage-based, Boccia competition	Support coaching development by further developing Boccia's National Coaching Certification Program and coaching pathways spanning Community Development to High Performance	Support classification and officiating development by further refining pathways for National classification and officiating certification, as well as providing opportunities to practice	More Canadians with Cerebral Palsy and related disabilities are participating in sport with coaches available to support their needs
<p>Clear roles and responsibilities with respect to LTAD pathway at every level are established, implemented and understood by clubs, PSO's and NSO</p> <p>Increase in the overall athlete pool to 500 athletes</p> <p>Boccia programs offered in Canada follow LTAD principles</p>	<p>Consistent boccia programming is offered in nine provinces and/or territories</p> <p>Nine Provinces or territories are represented at Canadian Boccia Championships</p> <p>Junior programs are operating in three provinces or territories</p>	<p>Two new national open/invitational sanctioned competition opportunities offered</p> <p>Enhanced tools provided to provinces and clubs to support an increased number of provincial/local competitive opportunities</p>	<p>Coaching pathway is established and clearly understood between clubs, PSO's and NSO, and the respective role of each stakeholder</p> <p>NCCP Competition Development course completed</p> <p>Two Master Learning Facilitators trained</p> <p>Two Learning Facilitators and Evaluators trained</p> <p>Provincial Members are accessing boccia coaching certification programs according to their needs, with high satisfaction rates reported</p> <p>NCCP Materials reviewed and updated</p> <p>Increase # of NCCP trained Coaches by 75</p> <p>Ten Community Initiation and five Introduction to Competition courses delivered</p>	<p>Official and classifier pathways are established and clearly understood between clubs, PSO's and NSO, and the respective role of each stakeholder</p> <p>Train five National classifiers, three International classifiers</p> <p>Train fifteen Provincial/National referees. Train five International referees</p> <p>Three referee courses delivered</p>	<p>Develop conditions favourable for persons with CP and other related disabilities to participate in and benefit from sport. Focus on advocacy, promotion and education, facilitation of collaboration among provincial level delivery organizations, alignment of provincial government funding and structures for parasport and fundraising.</p> <p>Establish external partnerships with Provincial Cerebral Palsy based organizations, rehabilitation centres, disability service organizations, NSO's, etc., to create more opportunities</p>





# 3. Governance & Leadership

**CCPSA has a strong Board and is a leader in good governance**

CCPSA Board and various Committees are fully populated and operational

Board recruitment and succession plans have been developed and implemented

Board Members undergo an annual performance review

Board Member exit interviews are conducted

CCPSA publishes an Annual Report

**The organization is prepared and pro-active regarding matters related to risk management and sound policies**

100% of CCPSA policies have been reviewed, updated, and where relevant, available on-line

Risk Management strategies have been developed and implemented

**CCPSA is staffed by capable and accountable employees, with clear roles, responsibilities and performance measures**

Staff performance reviews are conducted annually

Staff job descriptions are reviewed annually, adjusted as needed, and linked to CCPSA Strategic Plan objectives

Key performance objectives for each staff member are established and linked to CCPSA Strategic Plan objectives

**CCPSA effectively recruits, trains, retains and rewards volunteers**

A volunteer recruitment and retention plan that meets the volunteer requirements of the organization (Board, Committees, Referees, Classifiers, events, etc.) has been developed, implemented, successful and sustainable



# 4. Communications & Marketing

**CCPSA's activities are guided by a comprehensive internal and external communications and marketing strategy**

Annual Communication & Marketing plans are created and implemented, evaluated and shared with Board of Directors

More awareness and profile of boccia

There is more general awareness for those with Cerebral Palsy of sports opportunities available to them

Increase engagement by 60% across all social media platforms

Increase website traffic by 80%

Resources, tool kits, and communication pieces are available to partners (PSO's, Clubs) and stakeholders

**CCPSA's services and programs are provided in both official languages**

All CCPSA and Boccia Canada services, programs and documents are available in both official languages



# 5 Funding & Partnerships

**CCPSA has diversified and sustainable revenue streams**

A fundraising strategy has been developed, implemented, successful and sustainable

A corporate partnership strategy has been developed, implemented, successful and sustainable

Grants from Foundations have been sourced and secured

Addition of a dedicated and qualified staff member, focussed on revenue diversification/CCPSA Fundraising and Corporate Partnership Plans

**CCPSA has established partnerships with other disability service organizations**

A number of partnerships have been established with Provincial and National Disability Service Organizations





## Provincial Partners

SportabilityBC

Alberta Cerebral Palsy Sports Association

Sportability Saskatchewan

Manitoba Cerebral Palsy Sports Association

Ontario Cerebral Palsy Sports Association

Association Québécoise de sport pour paralytiques cérébraux (AQSPC)

Boccia New Brunswick (BocciaNB)

Boccia Association of Nova Scotia

Easter Seals Newfoundland and Labrador

## National Sport Partners



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# Canada

Canadian Cerebral Palsy  
Sports Association



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