

# 2022 - 2025 STRATEGIC PLAN

**BOCCIA**  
CANADA

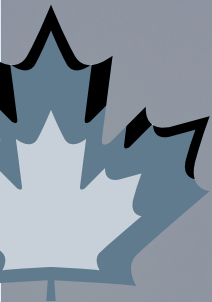
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Canadian Cerebral Palsy  
Sports Association



L'Association canadienne de sports  
pour paralytiques cérébraux





# MESSAGE FROM INTERIM PRESIDENT & EXECUTIVE DIRECTOR

It is with great pleasure that we present you the 2022-2025 Canadian Cerebral Palsy Sports Association (Boccia Canada) Strategic Plan. Through the collective contributions of our many stakeholders, over a seven-month process, we have reached this stage of providing clear direction for the Organization going forward.

We are proud of what the Organization has accomplished from the 2017-2021 version of our Strategic Plan. In fact, this latest version is not a significant deviation from the previous and builds off that solid foundation. The new refreshed plan focuses on where we are in 2022 as an Organization and community, and the achievements and initiatives we are planning for in the future.

The Strategic Plan identifies CCPSA (Boccia Canada) achievements and initiatives over the next three years in five key areas of focus that were identified during the process. Reflected in the plan is the need for greater emphasis, resources and capacity allocated to strengthening Organizational Leadership, growing Participation and Development, and developing and strengthening Sustainable Funding & Partnerships. The Plan is intended to be a living document that can be adjusted to meet current and future realities.

An important aspect in this process was a review of our foundational statements which provide us with guidance on what do we aspire to be, what do we do, and what are our core beliefs. Reflected in our Vision and Mission statements is our leadership and work grounded as the National Sport Organization for the paralympic sport of boccia in Canada. In addition, our wider ambitions for access to quality sport for those with physical disabilities. Four of the Organizations core values remain, however a fifth, integrity was added. We believe that each of our values are very closely aligned with our most valuable stakeholder, the athletes. They demonstrate the virtue of these values everyday both on and off the playing field.

Thank you to our stakeholders, the athletes, performance partners, referees, classifiers, Provincial Partners, Committee members, Board of Directors, staff, volunteers, partners, and funders. We believe the 2022-2025 Strategic Plan provides clear objectives and clarity to everyone in our community, in addition to inspiring our stakeholders to participate and contribute to the Organizations' success over the next several years.

On behalf of the CCPSA (Boccia Canada), thank you for your continued support and we look forward to collaboratively achieving the Strategic Plan objectives.

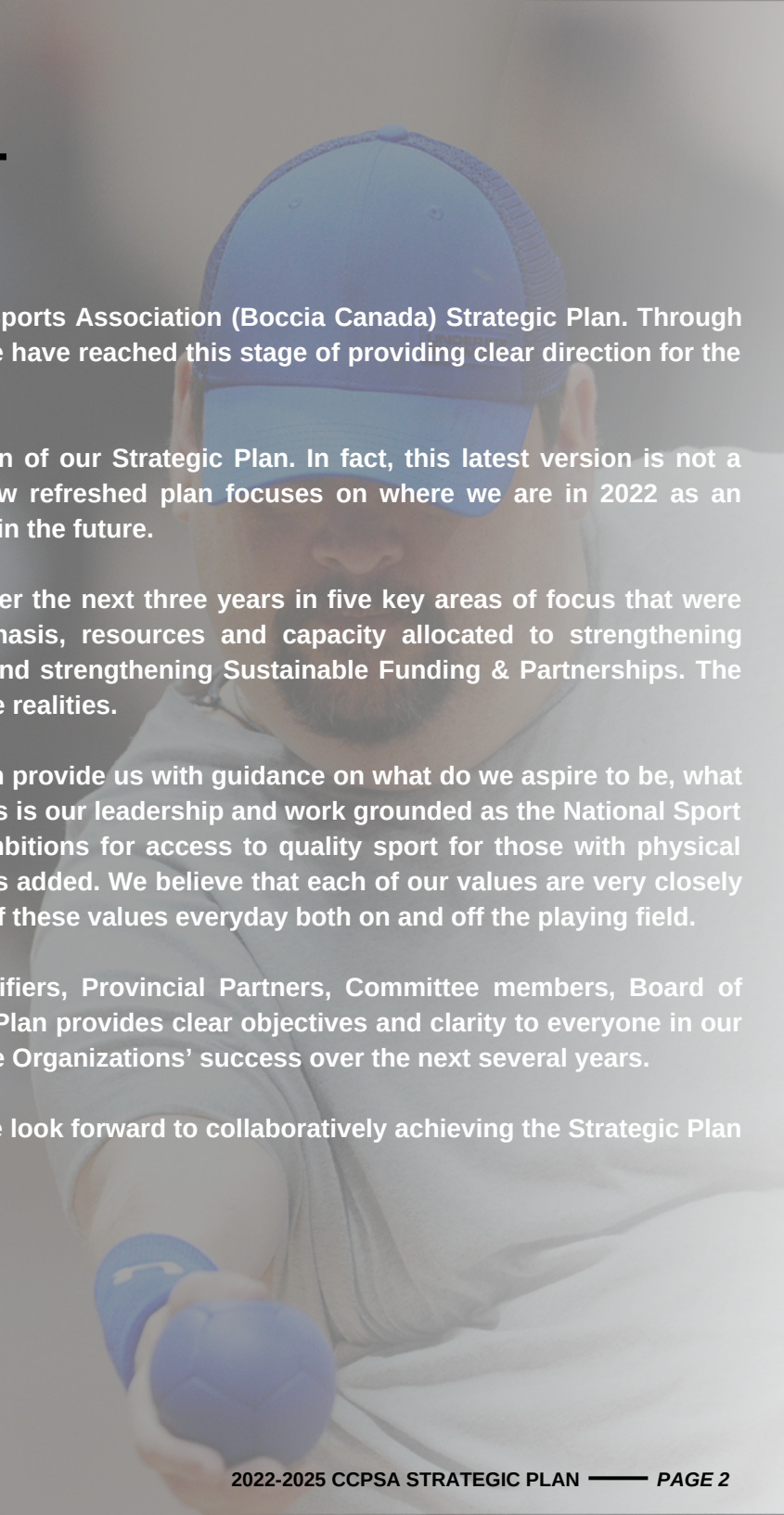
Sincerely,



*Suzanne Winterflood*  
Suzanne Winterflood  
Interim President



*Peter Leyser*  
Peter Leyser  
Executive Director



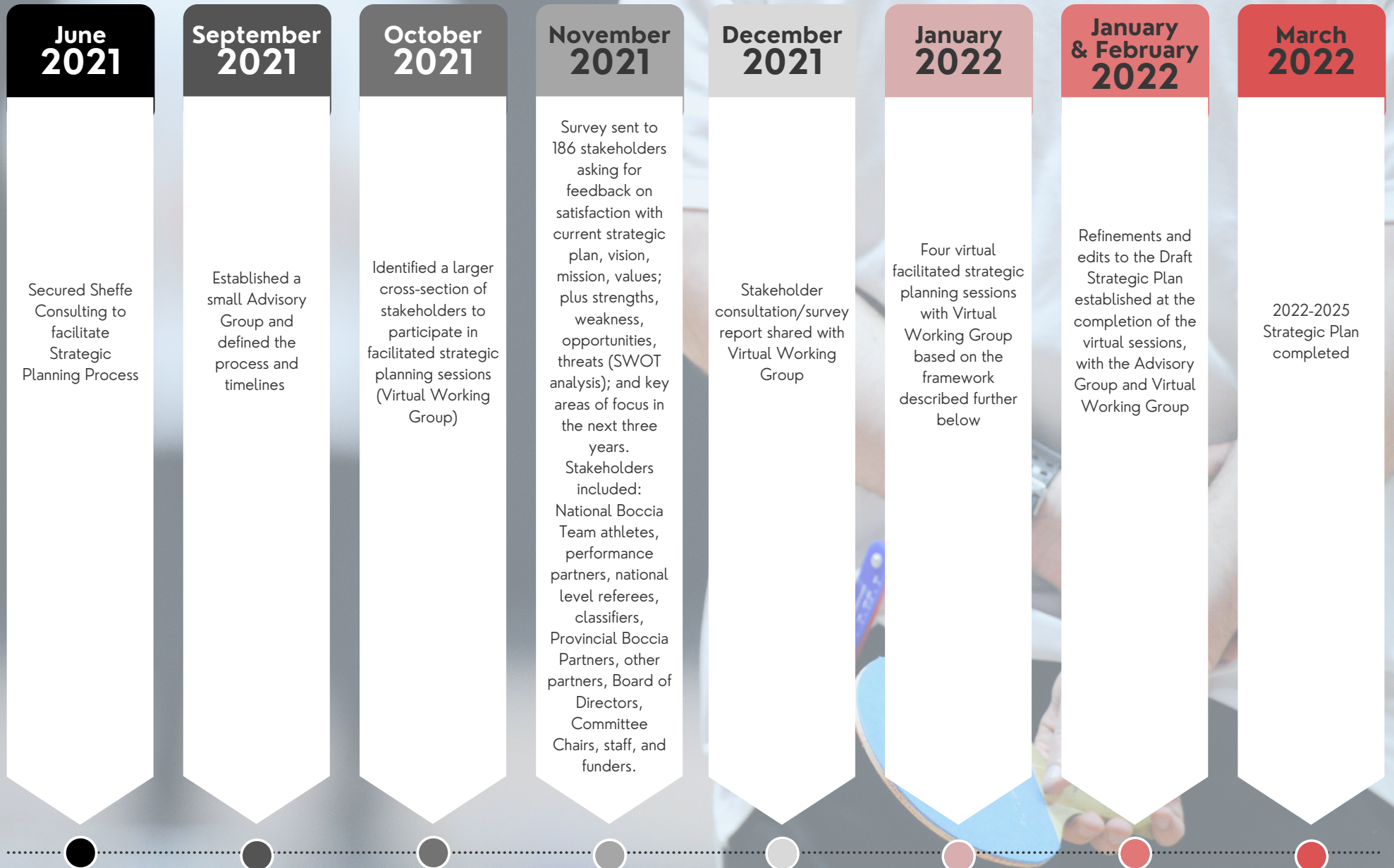


## ACKNOWLEDGEMENTS

We would like to sincerely thank everyone that participated and contributed their thoughts, time and valuable input at the various stages of the Strategic Planning process, including those below who were part of the Virtual Working Group sessions:

**Alana Aird**, Interim Vice-President, Board of Directors  
**Cornell Dover**, Treasurer, Board of Directors  
**Steve Dukovich**, Member, Board of Directors  
**Alexandre Ferreira-Silva**, Member, Board of Directors  
**Gilles Levasseur**, Member, Board of Directors  
**José Malo**, Member, Board of Directors  
**Suzanne Winterflood**, Interim President, Board of Directors  
**Mario Delisle**, High Performance Director  
**Holly Janna**, Communications Lead and National Team Coordinator  
**Jennifer Larson**, Program Manager  
**Peter Leyser**, Executive Director  
**César Nicolai**, National Boccia Team Head Coach  
**Gary Vander Vies**, Chair, Boccia Canada Council  
**Eileen Bartlett**, Chair, Participation & Development Committee  
**Donna Zorn**, Chair, High Performance Committee  
**Adam Dukovich**, Chair, Athletes' Council  
**Lance Cryderman**, Vice-Chair, Athletes' Council  
**Alison Levine**, National Boccia Team Athlete  
**Amanda Fader**, Executive Director, Ontario Cerebral Palsy Sports Association  
**Juliana von Cramon**, Program Manager, Ontario Cerebral Palsy Sports Association  
**Jade Werger**, Sport Development Coordinator, SportAbility BC  
**Sarah Black**, Manager, Paralympic Performance, Athletics Canada  
**Janice Bushfield**, National Director, Cerebral Palsy Canada Network

# THE PROCESS





# FRAMEWORK FOR VIRTUAL STRATEGIC PLANNING SESSIONS

During the four virtual meetings held in mid-January with a cross section of CCPSA/Boccia Canada stakeholders (Virtual Working Group), the general framework and questions below were used to guide the work.





# FRAMEWORK FOR VIRTUAL STRATEGIC PLANNING SESSIONS (CONT'D)

## MEASURING PROGRESS

The next steps for CCPSA/Boccia Canada, is for the staff team to develop and implement annual action/operational plans that includes key metrics and allows for reporting on the progress towards the strategic plan achievements and major initiatives. These key indicators will allow for the Board of Directors and staff to monitor success and adjust where needed, to achieve our strategic achievements.

## VISION

Canada is a leading nation in boccia and Canadians with physical disabilities have access to quality sport programming.

## MISSION

We lead, develop and grow boccia from grassroots to producing World Champions, and we collaborate with partners to increase participation of Canadians with physical disabilities in sport.

## VALUES

**Excellence** – We strive for excellence in our organization, our people, and our performance, both on and off the field of play.

**Resilience** – When things get tough, we hang in there, and adapt to overcome challenges and obstacles.

**Inclusivity** – We create a safe, welcoming, and inclusive space for everyone to participate.

**Collaboration** – We work as a collective, towards our shared goals.

**Integrity** – We stand-up for what is right, and act honestly.



# AREA OF FOCUS #1

## STRENGTHEN LEADERSHIP & OPERATIONAL EFFECTIVENESS

RECOGNIZED AS A LEADING NATIONAL SPORT ORGANIZATION IN GOVERNANCE AND LEADERSHIP CULTURE THAT DEMONSTRATES OUR VALUES



### Achievements (The What)

1.1 Embed good governance structure and practices across the Organization to align with industry best practices.

1.2 Identify, plan for, and manage risk.

1.3 Recruit, develop, support, recognize, and reward our people in staff roles and volunteer committees.

1.4 Support and assist athletes with post-career transition to leadership positions.

### Major Initiatives (The How)

1.1.1 Develop, implement, and review Bylaws and Policies.

1.1.2 Ensure and develop a balance of diversity, knowledge and skills on the Board of Directors.

1.1.3 Clearly defined Board structure and composition, roles and responsibilities, training and development opportunities, and annual evaluation completed.

1.2.1 Produce a risk registry that identifies and ranks current risks, as part of a customized risk management program that connects the risk registry, the risk management policy, and the processes and tools used to manage risk.

1.2.2 Execute Safe Sport practices including education, screening, and Independent 3rd Party Safe Sport Officer.

1.3.1 Clearly defined staff roles and responsibilities supported by job descriptions, clear performance measures, professional development opportunities, and annual evaluations.

1.3.2 Succession plan established and implemented for critical staff and volunteer roles including Board and Committees.

1.3.3 Develop a volunteer recruitment and retention plan to support the programs and activities of the organization.

1.4.1 Engage, train, and provide professional development and resources for athletes to transition into sport ambassadors and other leadership roles in the organization.



## AREA OF FOCUS #2

# GROW PARTICIPATION & DEVELOPMENT

SUPPORT DOMESTIC GROWTH AND DEVELOPMENT, AND INCREASE NUMBER OF PARTICIPANTS IN COLLABORATION WITH PROVINCIAL/TERRITORIAL PARTNERS AND STAKEHOLDERS

### Achievements (The What)

2.1 Ensure sustainable staff capacity and resources to support programming growth.

2.2 Solidify existing, and develop new delivery partnerships with provincial/territorial sport and disability partners, with clearly defined and supported roles in the development pathway.

### Major Initiatives (The How)

2.1.1 Hire additional staff person that focuses on programming and development, and supports Provincial/Territorial sport partners.

2.1.2 Engage with partners to create a strategy to recruit, develop, and retain athletes, coaches, referees, classifiers, and technical delegates.

2.1.3 With partners, increase the number of competitions with a focus on diversity and participation from underrepresented groups including women and juniors.

2.1.4 Establish metrics on number of participants including athletes, coaches, referees, classifiers.

2.1.5 Develop a strong working relationship with Athletics Canada, CPISRA and other frame running countries, and with AC and Provincial Partners, create athlete and coach development pathway to increase the number of frame running participants.

2.2.1 Identify delivery partners in currently underserved Provinces/Territories and support them to find/hire/train leaders in local communities to oversee boccia programs where there are none i.e. parents, school teachers, rehabilitation centres.

2.2.2 Support leaders of Provincial/Territorial Partners to develop their programs through grants, providing tools, resources, equipment, mentoring, etc., with a clear delineation of responsibilities.

2.2.3 Collaboratively with partners, refine and share the pathway for athletes, coaches, referees, classifiers, and technical delegates.





## AREA OF FOCUS #2

# GROW PARTICIPATION & DEVELOPMENT

SUPPORT DOMESTIC GROWTH AND DEVELOPMENT, AND INCREASE NUMBER OF PARTICIPANTS IN COLLABORATION WITH PROVINCIAL/TERRITORIAL PARTNERS AND STAKEHOLDERS

### Achievements (The What)

2.3 Enhance communication, education and leadership development for partners, staff and volunteers, including coaches, referees, classifiers and technical delegate.

### Major Initiatives (The How)

2.3.1 Create a centralized hub of training and leadership development tools, and engaging volunteers in the resources and materials they require.

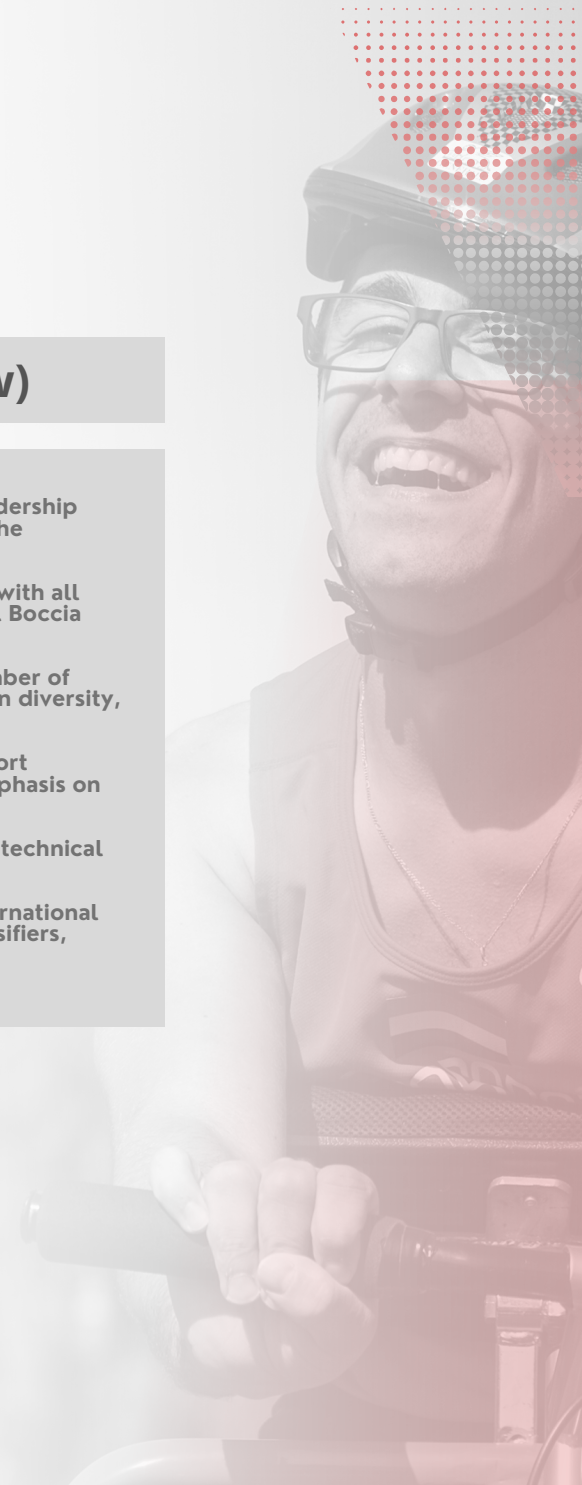
2.3.2 Enhance engagement and communications with all existing partners i.e. regular check-ins, Provincial Boccia Forum, etc.

2.3.3 Support the development and increase number of certified/trained NCCP coaches, with emphasis on diversity, including developing female coaches.

2.3.4 Coach mentoring program in place to support Provincial Partners and Clubs, with particular emphasis on diversity.

2.3.5 Increase number of referees, classifiers and technical delegates through recruitment and training.

2.3.6 Support representation of Canadians in international boccia roles (Committee members, referees, classifiers, Technical Delegate), including opportunities for international training courses.





## AREA OF FOCUS #3

# REACH INTERNATIONAL PERFORMANCE EXCELLENCE

DELIVER A SUSTAINABLE WORLD CLASS HIGH PERFORMANCE PROGRAM

### Achievements (The What)

**3.1 Consistently medal at International Events; ranking in top ten in each classification**

**3.2 Ensure Seven Critical Foundational Elements of High Performance are in place: Coach & Technical Leadership; Daily Training & Competitions Environments; Performance Sciences, Research and Innovation; High Performance Planning; Podium Pathway; High Performance Governance; Safe Sport**

**3.3 Identify, train, develop and retain a National Team female coach**

**3.4 Provide High Performance support to the athlete, coach, and Partner pathways**

### Major Initiatives (The How)

**3.1.1 Establish Espoir team with concentrated focus on developing NEXTGen athletes**

**3.1.2 Continue as a world leader at developing tools and data analytics that furthers elite performance i.e. Gold Medal Profile, game tracking app**

**3.2.1 Ensure we have Best-in-class High Performance Coaching & Technical Leadership to support world class performance**

**3.2.2 Bring non-Montreal based National Team and Espoir athletes to the National Training Centre for training, coaching, and immerse into high performance culture**

**3.2.3 Host Major Championship in Canada i.e. Americas Regional Boccia Championships**

**3.3.1 Deliver a Female Boccia Coach Mentoring and Development Program**

**3.4.1 Dedicate resources for National Team Coaches to work with coaches, athletes and Partners across Canada in their local training environment to assist with improving coaching and training, or establishing programs**



# AREA OF FOCUS #4

## ENHANCE COMMUNICATION & ENGAGEMENT

WORKING COLLABORATIVELY WITH EXISTING AND NEW STAKEHOLDERS TO STRENGTHEN OUR COMMUNICATIONS, OUR BRAND, AND GROW SPORT FOR THOSE WITH PHYSICAL DISABILITIES



### Achievements (The What)

**4.1 Develop a communications strategy to engage and ensure greater connection across our community, and to other interested and potential stakeholders (athletes, coaches, volunteers, Provinces/Territories, funding partners, disability organizations, rehabilitation centres, health practitioners, NSO's, MSO's, IF's, political, etc.).**

**4.2 Increase awareness of CCPSA and Boccia Canada brand.**

**4.3 Stakeholders feel informed about the Organization, able to contribute, understand the value and role CCPSA/Boccia Canada plays, and we celebrate our accomplishments.**

### Major Initiatives (The How)

**4.1.1 Annual Communications Plan created and includes mix of communication tools i.e. social media, targeted email, newsletter, website, meetings, webinars, forums/summits, media engagement, etc.**

**4.1.2 Targeted outreach to identify potential new stakeholders that would benefit from engaging and connecting with CCPSA/Boccia Canada.**

**4.1.3 Targeted outreach to potential boccia athletes.**

**4.2.1 Collaborate with partners (Provinces/Territories) to combine and deliver communication pieces, tools, resources, and consistent messaging to support the development of boccia partners and clubs.**

**4.3.1 Annual Open meeting (not tied to AGM) for stakeholders.**



## AREA OF FOCUS #5

# DEVELOP AND STRENGTHEN SUSTAINABLE FUNDING & PARTNERSHIPS

STRENGTHEN AND GROW EXISTING PARTNERSHIPS AND FUNDING SOURCES, AND IDENTIFY NEW PARTNERSHIPS AND REVENUE STREAMS

### Achievements (The What)

5.1 Funding is sustainable across all program areas and from diverse sources.

5.2 Strengthen relationships with existing partners (provincial/territorial partners, funders, NSO's, MSO's, IF's, disability organizations).

5.3 Identify and engage with new partners (i.e. CP Associations, potential provincial partners, NSO's, etc.).

### Major Initiatives (The How)

5.1.1 Add a dedicated staff support for fund development.

5.1.2 Implement where feasible, the Revenue Diversification plan created by TI Agency.

5.1.3 Capitalize on applicable grant and subsidy opportunities that align with programming and strategic objectives.

5.2.1 Facilitate collaborative discussions between partners and stakeholders for sharing resources, knowledge, and best practices around partnerships and funding

5.2.2 Source and align external funding opportunities with provincial/territorial partners, and/or other disability service organizations i.e. joint grant applications.

5.3.1 Board, staff and key volunteers to initiate an active campaign to leverage contacts, storytelling, raise awareness and attract new partners.