



# PAN-CANADIAN STRATEGIC PLAN

# WHO WE ARE AS AN ORGANIZATION

## SPECIAL OLYMPICS CANADA VISION, MISSION & VALUES

### VISION

Our vision is that sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all across Canada.

### MISSION

Special Olympics Canada is dedicated to enriching the lives of Canadians with intellectual disabilities through sport.

### VALUES

**EMPOWERMENT** We create opportunities to pursue full potential.

**EXCELLENCE** We elevate standards and performance.

**RESPECT** We operate in an environment of cooperation, collaboration and dignity.

**DIVERSITY** We honour what is unique in each individual.

**INCLUSION** We foster inclusive communities.





# Pan-Canadian Strategic Plan | Overview

## STRATEGIC PILLARS

## ENABLERS



# PAN-CANADIAN STRATEGIC PLAN

## OVERVIEW

### MISSION

Enriching the lives of  
Canadians with an intellectual disability through sport

### STRATEGIC PILLARS

#### GROW AND RETAIN ATHLETES

Foster and empower ‘lifelong’ athletes from all ages and diverse backgrounds by providing holistic programming centered on sport, health, and leadership

#### GROW AND RETAIN VOLUNTEERS

Achieve social change by enhancing the volunteers’ experience through communication, training, and opportunities that fit with capacity, while providing a sense of connection and recognition

#### GROW HIGH-QUALITY SPORTS PROGRAMS AND EVENTS

Grow sports programming and remove barriers to inclusion by optimizing and diversifying programs based on growing participant needs (e.g., competitive sport, leadership development, health programs, etc.)

### ENABLERS

#### FUNDING

Grow revenues from both National and Chapter-led sources by targeting mission-driven partners

#### PARTNERSHIPS

Increase breadth and depth of partnerships across schools, NSOs & P/TSOs, local sport orgs, and community groups

#### BRANDING

Capture hearts of potential athletes, volunteers, and partners by highlighting SOC’s positive individual and community impact

#### TECHNOLOGY

Better support staff and volunteers through easier processes and modern engagement tools

#### COLLABORATION & TALENT

Strengthen way of working across shared goals, share best practices, and supporting Chapter / National talent

#### IDEA

Build representation of underserved communities by providing inclusive programming

#### SAFE SPORT

Embed into volunteer and athlete culture through continuous trainings and reinforcement



# 3

## STRATEGIC PILLARS



1

GROW AND RETAIN  
**ATHLETES**



2

GROW AND RETAIN  
**VOLUNTEERS**



3

GROW HIGH-QUALITY  
**SPORTS PROGRAMS  
AND EVENTS**



# GROW AND RETAIN ATHLETES



## WHAT WE WILL DO AND WHY

---

Our *raison d'être* is to enrich the lives of Canadians with intellectual disabilities through sport.

To extend our impact within Canada, we will expand our recruitment and build more 'lifelong' athletes of all ages by offering holistic programming centered on sport, health, leadership, and social belonging.

Recognizing the power of sport to bring communities together and that the diversity of our athletes only strengthens the Special Olympics movement, we will place a renewed focus on empowering athletes from underserved and equity-deserving populations.





## GROW AND RETAIN ATHLETES



### ACTIONS WE WILL PLACE DIFFERENTIAL FOCUS ON:

- 🌱 **Provide pathway for youth athletes to transition from school to community programs** post-graduation
- 🌱 **Recruit athletes from under-served populations** through intentional initiatives and partnerships that serve racialized and Indigenous communities

### ACTIONS WE WILL CONTINUE TO PROGRESS:

- 🌱 **Grow youth school programs** to new regions and deepen offerings within existing regions to give athletes more opportunities to participate in Special Olympics
- 🌱 **Recruit from doctor and counsellor networks** and other IDD-centric groups who provide 'trusted advice' on health & well-being by showcasing the benefits of sport
- 🌱 **Provide additional opportunities for athletes to interact** through non-sports programming to strengthen social bonds

*Foster and empower 'lifelong' athletes from all ages and diverse backgrounds by providing holistic programming centered on sport, health, and leadership.*



# GROW AND RETAIN VOLUNTEERS



## WHAT WE WILL DO AND WHY

---

Volunteers are the oxygen to our programs.

We will seek to grow our volunteers by investing in our volunteer experience through comprehensive training, consistent communication, and broad support to ensure the next generation of volunteers have access to meaningful and flexible opportunities that best fit their unique circumstances.

We will demonstrate our deep appreciation for our world-class volunteers by fostering a sense of connection to people with intellectual disabilities by recognizing them for their contributions so that they will choose to be part of our community for many years to come.







*Achieve social change by enhancing the volunteers' experience through communication, training, and opportunities that fit with capacity, while providing a sense of connection and recognition.*

## STRATEGIC PILLAR #2

# GROW AND RETAIN VOLUNTEERS



### ACTIONS WE WILL PLACE DIFFERENTIAL FOCUS ON

- 🌱 **Identify volunteer managers to support volunteer capacity**, make their experience seamless & accessible, and better retain our community of committed supporters
- 🌱 **Implement a volunteer management system** to streamline registration, management, and communications to improve the experience for volunteers and keep them in the loop
- 🌱 **Leverage existing volunteers to expand the community** through a formal volunteer referral program, leveraging Special Olympics' biggest promoters

### ACTIONS WE WILL CONTINUE TO PROGRESS:

- 🌱 **Enhance volunteers' connection to athletes** by facilitating formal and informal interaction opportunities to show volunteers their positive impact first-hand
- 🌱 **Strengthen recognition programs** to show our appreciation for our community of volunteers
- 🌱 **Leverage partners** to recruit their employees as volunteers and invite them to support Special Olympics long-term



# GROW HIGH-QUALITY SPORTS PROGRAMS AND EVENTS



## WHAT WE WILL DO AND WHY

---

Programming is the vehicle through which our positive impact is delivered to Canadians with intellectual disabilities.

Offering world-class sports programs and competitions, and holistic non-sport experiences that address the needs of our athletes – fitness, health, leadership skills, and *fun* – is a key priority. ¿

We will continue to strengthen our existing programming, while introducing new sports to appeal to athletes from equity-deserving communities.

We will innovate what we offer and how we deliver it in order to bring more athletes into Special Olympics.







*Grow sports programming and remove barriers to inclusion by optimizing and diversifying programs based on growing participant needs (e.g., competitive sport, leadership development, health programs, etc.)*

### STRATEGIC PILLAR #3

## GROW HIGH-QUALITY SPORTS PROGRAMS AND EVENTS



#### ACTIONS WE WILL PLACE DIFFERENTIAL FOCUS ON

- 🌀 **Strategically offer new sports to attract athletes from underserved populations**, recognizing that diverse cultures and communities may have unique sports / preferences
- 🌀 **Innovate our program delivery model** to take advantage of new opportunities, adapt to diverse cultures and contexts, and pursue creative ways to unlock more program capacity

#### ACTIONS WE WILL CONTINUE TO PROGRESS

- 🌀 **Widen reach of existing sports programming** to allow more athletes to participate
- 🌀 **Continue providing virtual options** so all athletes can participate in Special Olympics from across Canada
- 🌀 **Elevate competitions** to provide more opportunities for athletes at all levels to compete
- 🌀 **Increase health-related programming** to holistically serve athlete healthcare needs
- 🌀 **Increase athlete leadership programming** available to empower athletes to become strong and confident leaders both on and off the field
- 🌀 **Leverage partnerships** with sport organizations to expand programming availability and capacity



# ENABLERS

---

Enablers represent the capabilities and resources that will contribute to the successful execution of the Strategic Plan.

Within SOC's Pan Canadian Strategic Plan there are seven identified enablers that span across the areas of strategy, operations and foundational components that are needed to effectively execute the strategic plan.

# 7 STRATEGIC, OPERATIONAL & FOUNDATIONAL ENABLERS



## FUNDING

Grow revenues at National and Chapter level from existing and new sources to support more athletes and programs



## PARTNERSHIPS

Increase breadth and depth of partnerships across schools, NSOs & P/TSOs, local sport orgs, and community groups



## BRANDING

Adapt and reinforce Special Olympics brand to current and prospective athletes, volunteers, partners, and funders



## TECHNOLOGY

Use technology to better support staff and volunteers through easier processes and modern engagement tools



## COLLABORATION & TALENT

Leverage existing collaboration opportunities to mutually support pan-Canadian strategic actions and talent



## SAFE SPORT

Embed Safe Sport into volunteer and athlete culture through continuous trainings and reinforcement



## INCLUSION, DIVERSITY, EQUITY, ACCESSIBILITY (IDEA)

Support Chapters to provide inclusive, equitable, and accessible programming to attract more diverse athletes and volunteers

# 3 STRATEGIC ENABLERS

## EMERGING PRIORITY ACTIONS IN GO-FORWARD STRATEGY



### FUNDING

- **Seek funding from companies with ESG, inclusivity, or reputation targets** by presenting ROI on their terms
- **Seek in-kind partnerships** to offset costs and move mission forward
- **Seek grants and donations for priority program**, incl. those earmarked for underserved groups



### PARTNERSHIPS

- **Partner with organizations that support under-served groups** to co-create tailored programming & outreach strategies
- **Partner with sports organizations** to tap into their expertise to design / provide more world-class programs & competitions
- **Partner with IDD-focused organizations** to promote programs to their members
- **Partner with school boards** to boost community program awareness & engagement for student program athletes



### BRANDING

- **Align on Pan-Canadian brand message**, inclusive of reaching **under-served athletes**
- **Build the Special Olympics brand in school programs** so school athletes recognize they are part of SO
- **Share leading health research** to educate partners, funders and Canadians on impact of SO
- **Develop targeted messaging via personal stories** that highlight how SO drives value for individuals/communities



# 2 OPERATIONAL ENABLERS

EMERGING PRIORITY ACTIONS IN GO-FORWARD STRATEGY



## TECHNOLOGY

- **Simplify and streamline volunteer interactions with technology** (incl. registration, communication, referrals) by implementing a volunteer management system
- **Continue to improve MRMS**, including implementing school-compliant registration features to allow school program athletes to register directly with SO
- **Combine Pan-Canadian shared services** to improve collaboration and gain cost efficiencies where possible
- **Build new National donor database** to better track active and potential donors across the country



## COLLABORATION

- **Strengthen the culture of collaboration** at Special Olympics in Canada, including how National can facilitate connections across Chapters
- **Share learnings and innovations** between Chapters on the strategic pillars
- **Build processes to track Chapter-level progress** along KPIs and align on execution roadmaps
- **Build and empower high performing teams / talent** by focusing on diversity in recruitment, retention, and succession planning for National and Chapter staff
- **Cultivate and support the growth of leaders** by providing ongoing learning opportunities that further professional development and performance

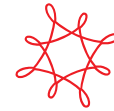
# 2 FOUNDATIONAL ENABLERS

## EMERGING PRIORITY ACTIONS IN GO-FORWARD STRATEGY



### SAFE SPORT

- **Embed Safe Sport into Special Olympics volunteer culture** through training and continuous education to ensure athletes feel safe and supported
- **Build awareness / education around Safe Sport among athletes** through continuous training and education so athletes understand their rights and appropriate boundaries, and can support each other to raise any concerns
- **Improve tracking** of Safe Sport training completion and design non-compliance standards for trainings



### IDEA

- **Define IDEA ambition, goals, and establish Pan-Canadian committee** to drive progress
- **Identify needs & unique context of equity-deserving populations** to guide innovation of programming, including introduction of new sports
- **Set specific targets for representation of under-served communities** based on Chapter & regional demographics
- **Add fields to collect racial background** during registration in a legally compliant manner



# SOC PAN-CANADIAN STRATEGY CORE KPIS



## ATHLETES

**~15-30%**

CUMULATIVE GROWTH

**~5-10%**

YoY GROWTH



## VOLUNTEERS

**~15-30%**

CUMULATIVE GROWTH

**~5-10%**

YoY GROWTH



## FUNDING

**~10-15%**

CUMULATIVE GROWTH

**~3-4%**

YoY GROWTH



## **For more information**

or to learn how you or your organization can work together with Special Olympics Canada to achieve the goals of the Pan Canadian Strategic Plan, contact

[info@specialolympics.ca](mailto:info@specialolympics.ca)

***Special Olympics***  
***Olympiques spéciaux***  
Canada

