2024-2027 Strategic Plan

Version May 2025 (updated KPI's)



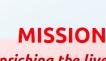
STRATEGIC PILLARS

ENABLERS



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 high-quality sports programs and events

Enriching the lives of Canadians with an intellectual disability through sport

Grow and retain volunteers

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



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



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

Technology

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



Collaboration model

Strengthen way of working across shared goals, share best practices, and track results across Chapters



IDE/

Inclusion, diversity, equity, and accessibility Build representation of

Build representation of underserved communities by providing inclusive programming



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

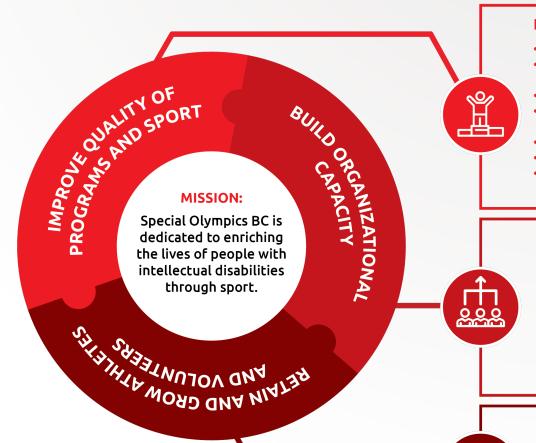
reinforcement

viding inclusive organization of the state o

OPERATIONAL

SOBC Strategic Plan 24-27





IMPROVE QUALITY OF PROGRAMS AND SPORT

- Develop an SOBC Coach Development Strategy.
- Improve our program delivery model. Develop standards and baseline for quality programs, competitions, and Locals.
- Develop the SOBC Health Strategy.
- Develop strong fundraising and operational plans for SOBC Games and SO Team BC competing at SOC Games.
- Grow Unified school programs.
- Grow youth programs.
- Leverage partnerships with sport and community organizations to expand programming and capacity.

BUILD ORGANIZATIONAL CAPACITY

- Develop an SOBC IDEA Strategy.
- Develop an SOBC Operations Plan.
- Develop an SOBC Information Technology Strategy.
- Update annual SOBC Fundraising Strategy that outlines tactics to increase revenue by \$1M.
- Update annual SOBC Marketing & Communications Strategy that outlines tactics to support key initiatives and broaden our reach.
- Update SOBC Government Relations Strategy that outlines tactics to strengthen relationships with government.

RETAIN AND GROW ATHLETES AND VOLUNTEERS

- Develop an SOBC Volunteer Strategy that includes retention and growth tactics.
- Develop a comprehensive SOBC Athlete Recruitment Strategy that includes growth and retention tactics and addresses athlete recruitment from underserved populations.





PILLAR	KPI (ACHIEVE IN 25/26)	KPI (ACHIEVE BY 26/27)
RETAIN AND GROW ATHLETES AND VOLUNTEERS	 4,200 registered athletes 75% athlete retention rate 2,600 registered volunteers 70% volunteer retention rate 80 communities served 58 Local Committees 	 5,200 registered athletes 75% athlete retention rate 3,500 registered volunteers 70% volunteer retention rate 82 communities served 60 Local Committees





PILLAR	KPI (ACHIEVE IN 25/26)	KPI (ACHIEVE BY 26/27)
BUILD ORGANIZATIONAL CAPACITY	 Raise \$4.1M 8% increase in donors. Enhanced use of MRMS to improve data reliability and SOBC's ability to make data driven decisions Participate in transition to updated/new Fundraising Database 40% self registration for volunteers. Enhance marketing and communications support of member recruitment and retention, including rollout of new website and new marketing templates for Locals. 	 Raise \$4.5M Increase individual donor base by 20%. Update donor and member database. Expand reach through strategic marketing. Deliver powerful communications resources. Complete IDEA strategy with defined priorities.

Pillar Outcomes



PILLAR	KPI (ACHIEVE IN 25/26)	KPI (ACHIEVE BY 2027)
IMPROVE QUALITY OF PROGRAMS AND SPORT	 Deliver an in-person training workshop for each summer sport (10 total) and a virtual learning workshop for each winter sport (8 total). Host 2 team leadership opportunities for SO Team BC 2026 mission staff and coaches. Develop health strategy. Capitalize on sport development opportunities as arising from provincial, national, and Local consultations. Strengthen PSO relationships with focus on current SO winter sports (5 pin, alpine, cross country, curling, figure skating, speed skating). Engage & partner with CSI Pacific for SO Team BC sport training. 	 Deliver one in-person and one virtual coach development opportunity per sport. Successfully execute two Provincial Games (2025 summer, 2027 winter). SO Team BC 2026 successfully competing at National Games Define the baseline for health program metrics. Increase sport and community partnerships.

Enabler Outcomes



Diversify Funding

- Deliver an updated donor relations strategy that addresses growth in traditional fundraising strategies.
- Generate an updated annual case for support.
- Generate more revenue through grants and foundations
- Develop strong partnerships with corporate supporters and third-party fundraisers.
- Build strong fundraising programs for SOBC Games.

Partnerships

- Enhance relationships with fundraising partners and all levels of government.
- Partner with ID-focused organizations including group homes, caregivers, selfadvocate networks, and service providers.
- Work with school districts and higher education to expand and implement programming in the areas of Unified Sports and health.
- Expand partnerships with health practitioners.
- Partner with organizations that support underserved populations.

Brand

- Execute 25-26 SOBC
 Marketing & Communications
 Strategy.
- Expand reach of recruitment marketing through tactic analysis, development of media strategy and partnerships, and process and resource enhancements.
- Strengthen member
 retention with communications
 tactics including increased
 engagement with internal
 communications program,
 enhanced IDEA storytelling
 program, resource
 development.
- Expand celebrity engagement program.

Enabler Outcomes



Technology

- Streamline volunteer and athlete interactions with technology.
- Enhance cyber-security awareness and safeguards.
- Further develop and enhance our capabilities with CrowdChange, fundraising database, and other software systems.
- Develop new policies to address changes in technology and its associated use

Administration

- Refine operations, information technology, and HR strategies that enable organizational growth.
- Ensure strategic budget planning that addresses organizational needs and revenue to achieve goals.
- Participate in sharing lessons across
 Special Olympics Chapters to ensure more streamlined approaches.
- Increase Board of Directors engagement and participation.

Enabler Outcomes



IDEA

- Refine SOBC's IDEA strategy and identify focus areas/priorities
- Continue the work of SOBC's IDEA committee.
- Participate in a Pan-Canadian IDEA committee.
- Strengthen our recruitment and retention strategies for underserved populations.

Safe Sport

- Refine the SOBC Safe Sport Strategy and identify priorities.
- Embed Safe Sport into SOBC volunteer and athlete culture.
- Ensure and execute efficient tracking of Safe Sport training.
- Define Safe Sport process for incident reporting, tracking, and knowledge transfer. Provide education and training to all stakeholders on processes.