

SPORT ALLIANCE OF ONTARIO

OUR STRATEGIC PLAN - MAY 2007



Back to the Future...and Beyond

The new Ministry of Health Promotion and the SAO are concerned with the current high levels of inactivity, unhealthy lifestyles and obesity in Ontario as well as with the relative decline in performance nationally and internationally by the province's best athletes. This Strategic Plan addresses those challenges, with the intention of returning Ontario to the forefront of Canadian sport, where it was in the 1980s - back **ON.** the podium and on the playing fields in ever increasing numbers.

The Strategic Plan was significantly shaped by the Canadian Sport Policy and the Active 2010 strategies as well as by important input from the province's PSOs and MSOs. Those initiatives and that concerted, strategic alliance have enabled the stakeholders to chart a new course for Ontario, one which builds upon past achievements, resolves barriers to success, consolidates the link between healthy active living and participation in sport and recreational activities, and celebrates the important role which sport plays in the formation of a joyful national identity.

In the future, we envisage an Ontario where:

- PSOs and MSOs will be stronger and more self-sufficient and the SAO will be a major force in that growth
- the province is on the road to pre-eminence in sport in Canada, not only competitively, but also as a leader in sport development and as a model for the rest of the country
- the SAO will contribute to the expansion of sport participation and further the development of an integrated sport system
- the synergies between sport and the health system will be fully realized and sport will be seen as a major contributor to a healthy active Ontario
- Community Sport Councils will be flourishing throughout the Province and the link between community sport and the provincial sport bodies will be strong

For more details, check out our website at....www.sportalliance.com.





Sport Alliance of Ontario Strategic Plan May 2007

Vision: To be the pre-eminent leader in Sport system development

Mission: To empower, maximize and celebrate the Ontario Sport System.

Values: Excellence Respect Transparency and Accountability
 Inclusion Joy of Sport Innovation

GOALS

OBJECTIVES

KEY OPPORTUNITY AREAS (KOAs)

Sport System Infrastructure

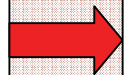
1. To further develop an integrated sport system.



- 1.1 Establish and support the concept of a National Training Institute for sport.
- 1.2 Advocate for increased support for sport infrastructure.

Programs and Services

2. Provide quality programs and services that exceed member organizations and client expectations.



- 2.1 Deliver province-wide initiatives in the areas of: games, awards, safety and program development.
- 2.2 Operate an efficient, well-run facility with services that meets the needs of the clients.
- 2.3 Implement a broader scope of programs and services to support the further growth of sport organizations.

Partnership and Collaboration

3. To achieve growth and diversification of revenue sources.



- 3.1 Develop revenue generation strategy to improve self-sufficiency.
- 3.2 Identify and create SAO programs and services that attract sponsors and partners.

4. Leverage resources through enhanced partnerships.



- 4.1 Capitalize on mutual mandates of government ministries (shared action plan).
- 4.2 Develop a systematic approach to partnering with corporations, Pan Canadian Sport and foundations that will assist SAO in meeting its Vision and Mission.

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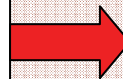
Research and Innovation

5. Identify, share and promote the implementation of leading-edge research, thinking and best practices related to sport organizations.



- 5.1 Establish research relationships with academic and sport institutions.
- 5.2 Identify and disseminate best written practices.
- 5.3 Provide innovative strategies to applying research.
- 5.4 Work collaboratively with Sport Matters Group in research efforts.

6. Build and communicate a consensus around priority needs for the sport community.



- 6.1 Facilitate opportunities for dialogue and interaction with the sport community.
- 6.2 Identify and respond to existing priorities and emerging issues.

Communications

7. Advocate on behalf of Sport in Ontario and Canada in partnership with the relevant stakeholders.



- 7.1 Identify and be prepared to respond to existing and emerging issues impacting the Sport sector.
- 7.2 Establish a mechanism/process for determining member/community positions.

8. Market and celebrate the Joy and benefit of Sport.



- 8.1 Develop a marketing strategy.
- 8.2 Provide consistent and frequent messaging on both the SAO and Sport.

Administration

9. Apply best practices to our Business and Organizational Models.



- 9.1 Research and identify best practices.
- 9.2 Based on research, develop policies and procedures for staff, board, and committees.
- 9.3 Evaluate effectiveness of policies and procedures.

10. Optimize use of financial, human and technical resources.



- 10.1 Assess what resources are required and available in the human, financial and technical areas.
- 10.2 Develop a full Business Plan
- 10.3 Develop short and long-term financial planning and monitoring.
- 10.4 Develop a human resources strategy and plan.
- 10.5 Identify, utilize and evaluate emerging technologies.

3 Year Strategic Measurement Areas and Targets

Financial

1. Balance overall budget or maximize any surplus.
2. Increase sponsorship and corporate support by 10%.

Exceeds Client and Customer Satisfaction Levels with Services Provided by SAO

1. Maintain at least an 80% satisfaction level on the annual customer satisfaction survey.

Programs and Services

1. Ensure that the Ontario Games remain relevant in the Long Term Athlete Development plans of sport organizations.
2. Increase participation in the Ontario Games by 5% by 2010.
3. To work in collaboration with the PSOs to ensure Ontario continues to be #1 at the Canada Games.
4. Increase Ontario athlete participation at the Olympic Winter Games.
 - In 2010 to 25% of the Canadian Team
5. Increase Ontario athlete participation at the Olympic Summer Games.
 - In 2008 to 37% of the Canadian Team
 - In 2012 to 39% of the Canadian Team
6. Increase in Ontario's National carded allocation.
7. Increase representation at World Championships for Ontario athletes.
8. Increase participation in Ontario Paralympic Summer Games from 39% to 42% by 2010.
9. Increase participation in Ontario Paralympic Winter Games from 49% to 52% by 2010.
10. Assist the Province to reach the 10% target of increased participation in sport and recreation activity by 2010.
11. Increase participation in Ontario Senior Games by 10% by 2010.

KOA'S	DEFINITION	TARGET
1. Sport System Infrastructure	The sport system is dependant on infrastructure support.	Advocate for improved infrastructure.
2. Programs and Services	A broad spectrum of programs and services are provided.	Provide quality programs and services.
3. Partnership and Collaboration	SAO works in a collaborative way with a variety of partners.	Highly collaborative organizations.
4. Research and Innovation	New research in sport topics to be applied to the field.	Improve the use of applied research.
5. Communications	Communicating information with all partners is key.	The best possible communication.
6. Administration	All aspects of administration, finance, HR and IT are in place.	Best practices pursued in all areas.