

# SPORT ALLIANCE OF ONTARIO

## OUR STRATEGIC PLAN - MAY 2010-2013

### Looking Forward...

This is the time for Ontario to shine! With the hosting of the 2015 Pan/Parapan American Games (2015 Games) on the horizon and with the glow of the 2010 Winter Olympics still illuminating the entire country, the province is poised to take a great leap forward in Sport Development. SAO is positioned perfectly with its understanding of the sport system and its resident expertise to be a major player in the staging of the Games. The revised Strategic Plan has taken the role of the SAO and firmly defined it looking forward.

It has been 80 years since Ontario hosted the 1930 British Empire Games and it has been far too long. The province needs to capitalize fully on the event and build a solid legacy well beyond 2015.

The recent successes of the Ontario Games, the Awards Program, KidSport Ontario and indeed all of SAO's endeavours have built an increased respect and sustainability in the sport community. Our relationship with the Provincial Government has never been stronger or more credible. New program initiatives will be coming the way of the SAO and the hard work of the volunteers and staff over the past five years is really paying dividends.

This strategic plan speaks strongly to a new direction for the SAO. It allows us to be more specific with regard to our goals while at the same time broadening and redefining our key opportunity areas. It speaks to enhancing our existing programs and services as well as recognizing the huge opportunity that the 2015 Games affords the organization. Through the work completed as a result of our last strategic plan, this plan positions the SAO to continue to work with our partners and members and take a lead role in growing and developing sport in Ontario.

**...The SAO will assume a much broader role in sport development in the Province.**

# Sport Alliance of Ontario Strategic Plan May 2010-2013



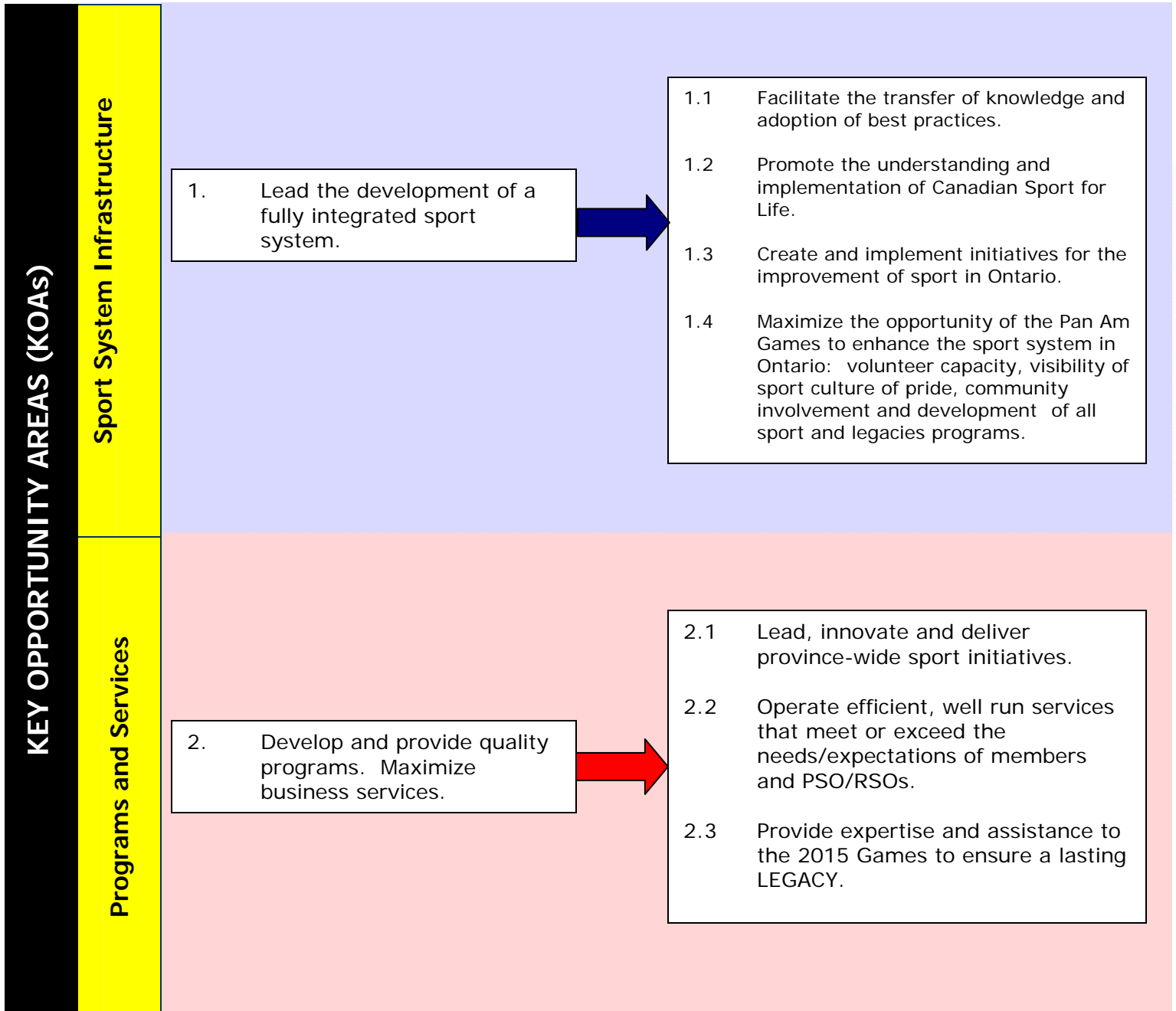
**Vision:** To be the pre-eminent leader in the development of the Ontario Sport System.

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

**Values:** Excellence      Respect      Ethics  
Inclusion                  Passion      Innovation

## GOALS

## OBJECTIVES



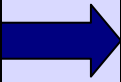
**KEY OPPORTUNITY AREAS (KOAS)**

**GOALS**

**OBJECTIVES**

**Partnerships and Relationships**

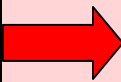
3. Optimize partnerships and build strategic relationships.



- 3.1 Build and communicate stakeholder consensus on key sport issues.
- 3.2 Support key stakeholders by strategically aligning SAO marketing strategies and plans.
- 3.3 Leverage mutual mandates between government and ministries.
- 3.4 Develop a relationship with the 2015 Games to enhance PSO involvement.

**Marketing and Communications**

4. Establish SAO as the primary resource for sport in Ontario.



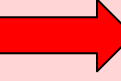
- 4.1 Develop and implement a marketing strategy.
- 4.2 Develop and implement a communications strategy.
- 4.3 Acquire the appropriate human resources to implement the strategies.
- 4.4 Ensure effective and consistent communication promoting the SAO brand

5. Raise the profile of sport in Ontario.



- 5.1 Promote the benefits of sport.
- 5.2 Increase Broad based support to improve the sport system.
- 5.3 Advocate on behalf of sport.
- 5.4 Create a centre of excellence team to execute the marketing

6. Grow and diversify revenue sources.



- 6.1 Develop and implement a financial resource strategy.

**Organizational Capacity**

7. Build a high performing organization.



- 7.1 Evaluate the effectiveness of the current governance model: structure, leadership, planning, policies and organizational culture.
- 7.2 Create a robust HR capacity and effective HR processes.
- 7.3 Routinely assess the relevancy and effectiveness of our programs and services to meet our customers' needs.
- 7.4 Strengthen organizational capacity with internal controls that are aligned with corporate policy.
- 7.5 Evaluate and utilize emerging technologies to leverage our capacity to grow and respond.

# 3 Year Strategic Measurement Areas and Targets

## Sport System Development

1. Provide up to two workshops annually on best practices identified by the membership.
2. Survey the membership to ascertain the level of understanding and implementation of CS4L.
3. Identify annually two best practices and devise strategies for implementation.
4. Advocate for an increase of 20% in government funding for sport excellence and capacity.

## Programs and Services

1. Increase participation in each of the Senior and Para Ontario Games by 5% by 2013.
2. Increase Senior Games participation by 10% in the 55-65 cohort.
3. Team Ontario wins 2011 and 2013 Canada Games Flag.
4. Launch an "Ontario Hosts the World" Program leading to the 2015 Pan/Parapan Am Games (2015 Games).

## Partnerships and Relationships

1. Create an educational curriculum with key partners to build awareness of the 2015 Games.
2. Increase stakeholder participation in member meetings by 10% annually.
3. Achieve 80% satisfaction rating on all client/member satisfaction surveys.
4. Identify and engage Ministries with mutual mandates.
5. Partner with the Trillium Foundation as a funding mechanism to support SAO in the delivery of 2015 Games initiatives.

## Marketing and Communications

1. Increase readership of SAO information bulletins by 3% annually.
2. Increase the number of times SAO appears in the media by 5%.
3. Increase awareness by our stakeholders of SAO's programs services and accomplishments.
4. Increase spectator attendance by 3-5% at provincial games.

## Organizational Capacity

1. Complete a risk assessment and implement key recommendations.
2. Assess the current governance model and apply innovative best practices.
3. Execute programs that align with the 2015 Games' legacy.

KOA'S	DESCRIPTION	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. Partnerships and Relationships	SAO works in a collaborative way with a variety of partners.	Highly collaborative organizations.
4. Marketing and Communications	Communicating information with all partners is key.	The best possible communication.
5. Organizational Capacity	All aspects of administration, finance, HR and IT are in place.	Best practices pursued in all areas.