

EXAMPLE: SOLAND; 2011-15 STRATEGIC PLAN

Current Situation

- SOLand has grown from a Program with 16,000 athletes to a Program with 32,000 athletes (roughly 8% of the athlete population) over the course of the past 5 years
- SOLand's main focus is sports training and competitions for athletes. Current records indicate that the average athlete participates in 2.3 sports competitions per year
- SOLand has one full time employee and 3 part-time employees. Most work is driven by volunteer efforts
- SOLand has done little to promote "Building Community" initiatives. Two years ago, it held its first Healthy Athlete event with Christmas Record Grant funding. There is an interest in doing more in this area
- While awareness has increased in recent years, awareness is still a major issue. It is believed that community initiatives can help on this front
- SOLand can support its activities given its current level of funding, but it cannot grow its athlete base or expand into new programmatic activities. It must identify new revenue streams beyond its current corporate and private donors

Long-term vision

- Improved health and inclusion for people with intellectual disabilities and a positive impact on broader communities

Overall Priorities

- Identify and pursue new revenue streams
- Invest in developing new, high impact community initiatives
- Expand training and competition offerings
- Explore Unified Sports

Key Constituent Groups Consulted in Planning

- Board members (5)
- Athletes (8)
- Staff members (4)
- Volunteers (26)

EXAMPLE: SOLAND; 2011-15 STRATEGIC PLAN

1. Advance Quality Sports & Competitions

Goals and Actions

Strategic initiative(s)	5-Year goal(s)	Key actions	Year (from/to)	Target	Owner
Athlete Development Model	Grow athlete numbers, training opportunities, and Personal Sports & Skills Development participation	-Target young athletes and do more general outreach -Encourage coaches to do more training -Offers Personal Sports & Skills Development when material is available	2011 – 2015 2011 – 2015 2011 – 2013	-41,000 athletes -1.5 trainings per week -35% of athletes in Program	Jason
Games & Competitions	Increase number of competition opportunities for athletes	-Recruit and train organizers and launch competitions	2011 – 2015	-Average of 3 competitions/athlete/year	Nahla
Coaching Excellence	Recruit new coaches and increase trainings	- Recruit new coaches and provide introductory trainings	2011 – 2015	-Double coaches to 3,200 (1:12 ratio)	Puja
Unified Sport & Inclusive Opportunities	Explore integrated opportunities and offer inclusive sports in competitions	-Identify own inclusive sports model using resources provided by the Region and incorporate Unified events into competitions	2013 – 2015	-At least one Unified competition in each sub-Program	Nahla

EXAMPLE: SOLAND; 2011-15 STRATEGIC PLAN

2. Build Communities

Goals and Actions

Strategic initiative(s)	5-Year goal(s)	Key actions	Year (from/to)	Target	Owner
Athlete leadership	Promote athlete leadership	-Train athlete leaders	2013	-10 athletes trained as leaders	Nokwanda
Families and Young Athletes	Identify family community builders	- Identify family community builders and get their support in promoting Young Athlete programs	2014 – 2015	-2 active community builders	Nokwanda
Activate youth	Create a youth input group	-Identify young leaders and create a way to actively solicit their input	2012 – 2015	-1 youth meeting per year	Nokwanda
Improve health and well-being	Continue offering yearly HA programming	-Continue to offer HA at key competitions	2011 – 2015	-1 HA event per year	Nokwanda
Engage influential leaders and organisations	Develop a strong relationships with a key organization	-Identify partnerships that have strategic or financial potential, and follow up on SOEE work with Unicef	2012 – 2015	-At least one new partnership	Jason

3. Connect Fans & Funds

Goals and Actions

Strategic initiative(s)	5-Year goal(s)	Key actions	Year (from/to)	Target	Owner
Current revenue sources	Raise more from existing corporate partnerships	-Create stronger value proposition for existing donors and pitch for more money	2011 – 2015	-Increase current revenue by 50% (by \$0.8M)	Jose
New sources of revenue	Launch fundraising events to raise new revenue	-Launch golf tournament to raise money -Hold a dinner charity function	2012 – 2015 2011 – 2015	-Raise \$0.5M	Jose
Stronger global brand	Comply with world-wide brand standard	-Review global brand standard and revise internal policies to align	2013 – 2015	-Total brand alignment	Jose
Stronger community of support	N/A	N/A	-N/A	-N/A	N/A

EXAMPLE: SOLAND; 2011-15 STRATEGIC PLAN

4. Movement Leadership

Goals and Actions

Strategic initiative(s)	5-Year goal(s)	Key actions	Year (from/to)	Target	Owner
Leadership strength and depth	Make sure that new Board Chair gets leadership training	-Work with Region to schedule and provide training	2012	-1 training completed	Greg
Define track and measure success	Continue to self-report information and participate in bi-annual reviews	-Provide census information on-time -Participate in bi-annual reviews and actively respond to feedback	2011 – 2015 2013 – 2015	-On-time submissions -Bi-annual reviews	Stacey
Recognize and share accomplishments	N/A	-N/A	-N/A	-N/A	N/A
Ensure application and understanding of General Rules	Ensure compliance with Rules	-Comply with changes to General Rules and fill out Accreditation Standard forms on-time	2011 – 2015	-Completed forms submitted on-time	Stacey

5. Sustainable Capabilities

Goals and Actions

Strategic initiative(s)	X-Year goal(s)	Key actions	Year (from/to)	Target	Owner
Leverage global research partnerships	Develop university partnership to support objectives	-Identify research objectives, develop research partnership, and publicize relevant findings	2013 – 2015	-1 partnership developed	Fujun
Collaborate in shared services	N/A	-N/A	N/A	-N/A	N/A
Enhance knowledge management and internal communications	Use knowledge management system	-Review SOI system and use as appropriate	2013 – 2015	-Active use of system (must define “active”)	Fujun
Develop and leverage eCRM	Enhance eCRM to collect donor information	-Review what is already happening at HQ, build upon work in enhancing own IT system, and improve accuracy in data collection	2013 – 2015	-IT system with 100% of donor information populated	Fujun

EXAMPLE: SOLAND; 2011-15 STRATEGIC PLAN