



# Strategic Plan

## 2016-2020

### Extended to March 2022

#### *Ontario Sailing Vision*

*Ontario Sailing will champion the sport of sailing, enabling it to flourish and grow, becoming the leading, lifelong recreational and competitive sport in Ontario.*



## Ontario Sailing Mission

Ontario Sailing is a not-for-profit organization dedicated to developing lifelong sailors in Ontario by way of our programming through our Clubs & Schools.



## Ontario Sailing Values

### **Community Pride**

We believe in supporting the uniqueness of each community we serve across the province.

### **Excellence with Integrity**

We believe in striving for achievement of the highest standard available while maintaining the honesty and truthfulness of our actions.

### **Fairness**

We are committed to providing impartial and just treatment of each individual and group involved in sailing, without favouritism or discrimination.

### **Respect & Equality**

We believe in treating everyone involved with our organization equally, regardless of gender, gender identity, race, ethnicity, age, disability, sexual orientation or religious belief.

### **Safety**

We believe that the ongoing health and wellness of all individuals involved with sailing, in any role, must be of utmost importance in all aspects of education and development around our sport.

### **Stewardship**

We believe in the importance of maintaining a strong business foundation to ensure the long term fiscal sustainability of Ontario Sailing.

# Executive Summary

With the support of our Partners, Ontario Sailing has consistently provided an increasing number of quality programs, services, full time coaches and mentorship opportunities for coaches, officials and club volunteers.

As we move forward we will continue to increase and improve the impact the sport of sailing has on the lives of Ontarians. We will be focusing our efforts on each level of the Long-Term Athlete Development Plan to ensure everyone continues to have opportunities to grow and develop their enjoyment and pursuit of sailing as their sport of choice for life.

We will focus on the opportunities to introduce the sport to the public, to provide education and athlete focused development to sport leaders, support our highest performing athletes in their drive for excellence and ensure our organization, as well as the clubs who deliver front line experiences, are structured to operate with excellence.

We recognize the need to put a structure in place within our provincial organization and ensure that it is mirrored in the operations of our partners, especially our member clubs. As we move forward the policies, procedures and everyday operations of sailing must address the changing culture and provide protection at all levels to everyone involved. Risks must be addressed and mitigated, both those fundamentally involved in our on-water sport, as well as those ingrained in the operation of a not for profit organization. We will intentionally focus effort and resource on ensuring operational excellence continues and meets evolving needs.

Our strategic plan aims to redefine the status quo and build upon a legacy focused on increasing the number of athletes, coaches, instructors and officials within the sport. Rather than placing focus on quantity, we are turning the spotlight onto the quality of our athlete program. We strive to be the leader in placement of our provincial team athletes onto the national stage through continued investment in athletes and their coaches.

Our organization promises to seek new ways to provide services across the province in support of our membership. With dedicated efforts to ensure gender equity and diversity in the sport of sailing, Ontario Sailing will continue to identify and recommend areas of improvement to our membership where there are deficiencies and seek ways to improve them. We strive to maintain our standing as a model provincial sports organization, continuing to build organizational capacity and systems to maintain a fiscally responsible and self-reliant Provincial Sport Organization.

We believe in the power of sport and its ability to stir passion and hope in the hearts of youth across the globe. We aim to stoke those flames and ignite an early interest in the sport of sailing. Ontario Sailing will mold that early interest and champion sailing for life in competitive and recreational participants.

# Our Organization

**Athletes** – Through talent identification tools and development camps, Ontario Sailing provides opportunities to athletes across the province to join our development and high performance teams.

**Coaches** – All sailing coaches in Ontario must be certified through mandated Ontario Sailing courses. In addition to structured curriculum based certification courses, Ontario Sailing also supports those in the leadership system through coaching development opportunities in workshops, mentorship, regattas and camps. Identified coaches will be given the opportunity to work alongside Ontario Sailing Provincial Coaches with development and high performance athletes at regional training centers.

**Officials** – Without our certified officials, the sail racing circuit could not function and athletes could not compete safely. These highly trained and experienced individuals ensure the safety of all participants on the water. In a variety of ways, they educate athletes and coaches on course hazards and weather related concerns in addition to enforcing the rules of sailing. As there are multiple courses at any racing event, the importance of proper separation of courses and identifying rule infractions is vital to ensuring the safety of all involved.

**Volunteers** – These individuals support Ontario Sailing through seats on our Executive Board, various committees, and at every club and sailing event in the province. They volunteer their time to ensure sailing continues to exist as both a recreational and high performance sport.

**Member Organizations** – These are the diverse organizations made up of members that are located throughout Ontario. They work with Ontario Sailing to deliver the national curriculum of sailing programs within their communities. In addition to these courses, they adopt Ontario Sailing initiatives to provide opportunities in sailing from the Awareness Stage through to the Active for Life Stage. Through the hiring of Ontario Sailing certified instructors, they ensure the programs being offered are sanctioned and can thereby offer official participant levels to their members and community. Ontario Sailing closely monitors their activities and alignment with curriculum.

**Sponsors** – Organizations and individuals that recognize the importance of continued high quality sailing programming in Ontario. They provide goods, services and financial support to our athletes, coaches and programs.

**Provincial Government** – We gratefully acknowledge the support of the Government of Ontario Ministry of Tourism, Culture and Sport. Through its support of the sport and recreation sectors at the provincial and local level, the Ministry contributes to a strong provincial sport system and the continued development of athletic achievement in Ontario.

**National Sport Body** – We work in partnership with Sail Canada to continue creating and delivering programs and share best practices. As the provincial organization with the largest representation nationally, we proudly support Sail Canada's efforts and frequently collaborate directly to grow sailing across Canada.



# Our Pillars of Success

Through the support of an active membership, Ontario Sailing seeks to increase interest and competition in sailing for our members by providing leadership and structure in the following Pillars of Success:



Participation  
Development  
Excellence  
Organizational Capacity

Pillars of Success are the main drivers to guide Ontario Sailing to success in achieving our strategic vision. These four pillars will frame the organization's actions and decision making to ensure we continue the path to championing sailing for life throughout Ontario.



# Participation

## **(Active Start, Active for Life, Under-Represented Populations)**

By 2020, Ontario Sailing will provide programs, tools and promotion within the province that will enable increased participation rates from Awareness to Active for Life participants, with intentional efforts towards underrepresented populations.

### **Objectives**

1. Increased opportunities for community members to access sailing experiences
2. Promotion of sailing as a fun and safe sport for participants of all ages utilizing multiple mediums
3. Advance sailing as an accessible sport for diverse populations
4. Provide professional development opportunities for club leaders to support capacity building

### **Year One (2016-2017)**

Ontario Sailing will:

- Pilot in two locations the new introductory I Can Sail/Start Keelboat courses (Community Stream) that aim to mitigate barriers to grow participation.
- Introduce tools that will assist clubs with offering open houses to their communities.
- Identify community partners that can assist Ontario Sailing to understand how to grow access and opportunities for typically underrepresented populations.

### **Year Two (2017-2018)**

Ontario Sailing will:

- Implement I Can Sail/Start Keelboat introductory courses at eight selected clubs.
- Provide resources to all member clubs to educate volunteers and staff on marketing methods to increase new membership within their communities.
- Support two smaller and new clubs in their transition and growth so they can attain independence in managing programs.

### **Year Three (2018-2019)**

Ontario Sailing will:

- Launch I Can Sail/Start Keelboat courses province wide with appropriate tools and resources to suit the needs of all clubs.
- Professional and individualized support to clubs in their marketing.
- Identify new methods in which to offer programs that focus on underserved populations.

### **Year Four (2019-2020)**

Ontario Sailing will:

- Assist member clubs in offering programs aimed at specific underrepresented populations.
- Continue to develop professional marketing tools to support clubs in their communities, based on feedback from the club leaders.

# Development

**(Learn to Train, Training to Train & Education of Coaches and Officials)**

By 2020, Ontario Sailing provides high quality education and training to instructors, coaches and officials, enabling them to ensure athletes progress through the development pathway.

## **Objectives**

1. Produce coaches who are excellent leaders of sailing's athlete development programs
2. Build stronger systems of programming for coaches, instructors and officials through professionalization of training opportunities in partnership with clubs
3. Create the environment that supports and encourages continuous growth on the continuum of learning for coaches and officials.
4. Specialized training to help instructors and coaches address gender specific needs

## **Year One (2016-2017)**

Ontario Sailing will:

- Evaluate current leadership and offer targeted mentorship programs for coach, instructors and officials.
- Maximize the impact of Ontario Summer Games through inviting regional representation of athletes and coaches from all Ontario Sailings regions.

## **Year Two (2017-2018)**

Ontario Sailing will:

- Integrate coach mentorship into 8 Training Centres and selected Centralized Training Environments and create one Coach Development Centre for daily mentorship.
- Increase the impact of provincial leadership development programs through increased course options and participation.
- Provide 3 evolving professional development programs using non-traditional methods to ensure underserved regions have equitable access to development opportunities.

## **Year Three (2018-2019)**

Ontario Sailing will:

- Utilize opportunities at Ontario Summer Games for new coach mentorship and Athlete Talent ID programs.
- Seek two new partners to work with Ontario Sailing to increase resources (both quantity and location) to provide increased programming.
- Increase the pool of course conductors by identifying knowledge, skills and abilities for potential new trainers.

## **Year Four (2019-2020)**

Ontario Sailing will:

- Provide selected candidates training and mentorship to have two new successful course conductors and growing our capacity to provide more courses.
- Implement two new course locations in partnership with targeted marketing to ensure success.

# Excellence

## (Training to Compete, Training to Win)

By 2020, Ontario Sailing will ensure identified athletes, in pursuit of outstanding results in provincial and national competition, will have access to the latest high performance opportunities and services.

### Objectives

1. Create an Athlete Talent Identification Tool
2. Makes strides in tools and activities to educate all athletes, especially women, in complete understanding of their pathway to reach the Olympic Podium
3. Intentional effort to position Ontario to maximize opportunities to host national and international sailing competitions

### Year One (2016-2017)

Ontario Sailing will:

- Identify sport hosting opportunities in Ontario at the national and international levels.
- Take the lead in Canada to create a national Athlete Talent Identification Tool.
- Implement education of female Learn to Compete athletes and their potential pathway to Olympic level competition.

### Year Two (2017-2018)

Ontario Sailing will:

- Prioritize sport hosting within current resource limits targeting to host one world championship.
- Build relationship with Canada Olympic Regatta Kingston (CORK) to improve future hosting opportunities
- Implement the Athlete Talent Identification Tool in 8 selected training centres.
- Expand opportunities for athletes in multi-disciplines in preparation for their advancement from Train to Compete to Train to Win.
- Create an Athlete Development Pathway and present at our 2017 fall workshops.

### Year Three (2018-2019)

Ontario Sailing will:

- Ensure widespread implementation of the Athlete Talent Identification Tool across Ontario athletes.
- Explore new opportunities to build resources to enable increased sport hosting.
- Track currently identified athletes and conduct gap analysis to address deviations in their pathway to national program.
- Support two clubs with a partnered coach with Ontario Sailing

### Year Four (2019-2020)

Ontario Sailing will:

- Implement our Athlete Talent Identification Tool with Sail Canada (NSO).
- Transition Ontario athletes to fill 60% of the National Team

# Organizational Capacity

By 2020, Ontario Sailing will be a leading provincial sport organization in ensuring compliance with legislation and best practices while actively mentoring clubs to develop and enhance their operations and governance.

## Objectives

1. Ontario Sailing role models for all member clubs compliance with required standards, best practices and emerging trends
2. Ontario Sailing will provide leadership in action to enable clubs to achieve operational excellence.
3. Clubs will have key policies and procedures in place to protect the reputation of their Club and Sailing in Ontario
4. We will continually evaluate our objectives and goals both internally and with Members.

## Year One (2016-2017)

Ontario Sailing will:

- Reorganize the committee structure of Ontario Sailing to fit with our four pillars of success.
- Provide a service to clubs supporting club operations.
- Assess current Ontario Sailing policies.

## Year Two (2017-2018)

Ontario Sailing will:

- Integration of club operations and governance support into the standard provincial sport organization membership package.
- Identify gaps in current Ontario Sailing policies to be the lead sport organization in the province.

## Year Three (2018-2019)

Ontario Sailing will:

- Educate all member clubs regarding the importance of ensuring operations and governance are following required legislation and best practices.
- Resolve any gaps in Ontario Sailing policies and procedures to ensure we are proactively compliant with emerging trends and best practices.

## Year Four (2019-2020)

Ontario Sailing will:

- Actively engage member clubs to ensure key best practices and standards are met in their operations and governance activities.
- Be a leading provincial sport organization in compliance with all required and recommended policies and procedures, ensuring they are in place and are integrated into day to day organization operations.

# Risk & Mitigation

As a dynamic, not-for-profit provincial sport organization we are mindful of the risks associated with implementing any strategic plan.

In preparation, the Ontario Sailing Board of Directors has identified the following key risks and implemented the associated mitigation strategies to ensure the success of our strategic plan.



## Participation

Risk	Mitigation Strategies
<ul style="list-style-type: none"> <li>•Clubs may not have resources necessary to attract new participants.</li> <li>•Resistance from clubs about change and lack of return on investment.</li> <li>•Lack of volunteers to champion programs and to instruct courses.</li> </ul>	<ul style="list-style-type: none"> <li>•Ontario Sailing to provide resources to support clubs in promotion and logistics.</li> <li>•Education for clubs on importance of growth.</li> <li>•Promotion and recognition of volunteers both provincially and support within clubs.</li> </ul>

## Development

Risk	Mitigation Strategies
<ul style="list-style-type: none"> <li>•A shortage of certified instructors ready to start coaching.</li> <li>•Lack of female coaches to support and mentor female athletes.</li> </ul>	<ul style="list-style-type: none"> <li>•Identify potential instructors to mentor.</li> <li>•Use female expertise and specialists to ensure female leadership is present.</li> </ul>

## Excellence

Risk	Mitigation Strategies
<ul style="list-style-type: none"> <li>•Resistance from clubs to embrace the talent identification tool.</li> <li>•Lack of funds to support increased coaching.</li> <li>•Discussions in regards to hosting partnerships do not proceed.</li> </ul>	<ul style="list-style-type: none"> <li>•Ongoing coach mentorship to see value in tool.</li> <li>•Funding and partnership sustained by building and maintaining close collaborative relationships with all partners, Sail Canada and member clubs.</li> </ul>

## Organizational Capacity

Risk	Mitigation Strategies
<ul style="list-style-type: none"> <li>•Resistance from clubs regarding the importance of policies and procedures.</li> <li>•Partnership agreement for club operations support program dissolves.</li> </ul>	<ul style="list-style-type: none"> <li>•Consistent and continual communication through a variety of methods on the importance of operational excellence and compliance.</li> <li>•Seeks alternate funding sources to support program.</li> </ul>

*Our organization is committed to a quarterly review and assessment of risks. We will continue to put resources towards ensuring we are diligent about reducing the probability and potential impact of risks. More information is available in our Risk Management Plan.*



Through focused and intentional efforts as outlined in our annual operational plan delivering on the four pillars, we will continue to increase and improve the impact the sport of sailing has on the lives of Ontarians.

**PARTICIPATION                      DEVELOPMENT**  
**EXCELLENCE                      ORGANIZATIONAL CAPACITY**

***Ontario Sailing Vision***

Ontario Sailing will champion the sport of sailing, enabling it to flourish and grow, becoming the leading, lifelong recreational and competitive sport in Ontario.



*The Strategic Plan is supported by an in depth operational plan, risk management plan and organizational policies.*

*The success of the Strategic Plan lies in the coordinated implementation of these tools.*

# Appendix A

## Extension of Plan Due to COVID

### To March 2022

#### Executive Summary

2020 brought a pandemic that impacted all aspects of the world, including of course sailing in Ontario. It was an experience that required flexibility and quick response to a constantly changing environment. There is a high level of uncertainty about both 2020 and the years to come.

With due diligence to maintaining our organization through these unprecedented times and leadership as we look forward to the coming years, Ontario Sailing strategic extended our current strategic plan to encourage ongoing responsiveness to the changes. Objectives for the extension of our original plan are below.

#### Participation

Ontario Sailing will:

- Restructure how we support organizations wishing to develop their own sailing schools.
- With our partners, advocate for increased awareness of boater safety best practices
- Investigate non-traditional ways to promote the sport of sailing in the absence of traditional avenues.

#### Development

Ontario Sailing will:

- Create and implement increased online training tools and opportunities.
- Develop a plan for enhancing opportunities for new Learning facilitators to develop a larger pool available within the province.

#### Excellence

Ontario Sailing will:

- Develop non-traditional team selection processes as permitted by COVID restrictions.
- Create alternative training opportunities and support for athletes where impacted by COVID.

#### Organizational Capacity

Ontario Sailing will:

- Provide development opportunities and ongoing engagement for member organization leaders.
- Remain responsive to evolving relevant regulations within the COVID related atmosphere and other government legislations
- Enhance communications both internally and externally.



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