

ONTARIO FOOTBALL ALLIANCE OPERATIONAL PLAN 2021-2022



“GROWING FOOTBALL TOGETHER”





LONG TERM ATHLETE DEVELOPMENT LEGEND

Nine Stages (Tackle, Flag, Touch):

Football for Life Ongoing football Participation for life or 18+	F4L	<p style="text-align: center;">Football For Life F4L</p> <p style="text-align: center;">Male & Female After Developing Fundamental Football Skills</p>
Train to Win 10+ Seasons in Football or Ages 21+	T2W	
Learn to Win 10+ Seasons in Football or Ages 18+	L2W	
Train to Compete 7-10 Seasons in Football or Ages 17+	T2C	
Learn to Compete 6-10 Seasons in Football or Ages 16-18 (M) & 15-17 (F)	L2C	
Train to Train 2-8 Seasons in Football or Ages 12-16 (M) & 11-15 (F)	T2T	
Learn to Train 1-4 Seasons in Football or Ages 10-12 (M) & 9-11 (F)	L2T	
Fundamentals 0-4 Seasons in Football or Ages 6-9 (M) & 6-8 (F)	FUN	
Active Start 0 Seasons in Football or 0-6 (M&F) Flag, Touch	AS	



VISION

Leading through innovative ideas to develop a safe, player-centred diverse football system across Ontario.

MISSION

To develop football in Ontario by providing programs to improve the game through participation and mandates developed by its membership

Mandates:

- To recruit as many members as possible into ‘Ontario Football Alliance’
- To open a line of communication with all football participants in the province.
- To increase participation at all levels of amateur football throughout Ontario, for both the player and the volunteer.
- To improve the caliber of the game of football by upgrading the players, coaches, officials, trainers and administrators through clinics and certification.
- To establish conditions conducive to the safety and enjoyment of the participants.
- To achieve high standards of moral development and citizenship through participation in amateur football.
- To obtain sufficient funds for the successful operation of ‘Ontario Football Alliance’
- To encourage players through training and education to further their football careers in the junior, university, college and pro levels.
- To support professional organizations that play football in Ontario through internal promotion.

VALUES

The following behaviours and style will enable the OFA to successfully deliver this strategic plan and develop the sport of football for the benefit of all participants in the football disciplines:

Leadership	To lead the football system in Ontario through innovative programs, player-centred sport systems in tackle and flag.
Vision	To forge a strong vision for football in Ontario in tackle and flag that excites and engages the Ontario football community.
Collaboration	To working effectively with Football Canada, members, school and key stakeholder to create excellent programming for the participant.
Innovation	To innovatively and creatively engage more participants in the system through tackle and flag disciplines and develop common practices that ensure alignment and support the player through the LTAD pathways from Recreational to High Performance.
Integrity	To operate with openness, transparency, fairness, and honesty with all registered participants, associations, leagues, Football Canada; the MTCS, and stakeholders.



ACRONYM LEGEND

ED	Executive Director
BOD	Board of Directors
EC	Executive Council
COM	Member Committee
MCD	Master Coach Developer
RFC	Regional Football Coordinator
HC	Host Committee
ATH	Athlete Participant
CCH	Coach
HP	High Performance Participant
VOL	Volunteers
ADM	Administration
OFF	Official
ALL	All Participants
CF	Contact Football
FF	Flag Football
TF	Touch Football
NC	Non-Contact Football



PILLARS OF THE ORGANIZATION

1. Membership – to develop a system that services all Ontario residents regardless of ethnicity, age, gender, geography and ability							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
1.1	ATH	AS FUN L2T	CF, NC	Increase youth membership/participation by 2% annually	ED/COM/RFC	2021/22	
1.2	CCH	FUN L2T T2T L2C	CF, NC	Increase Coach membership/participation by 2% annually	ED/COM/RFC	2021/22	
1.3	ALL	ALL	CF, NC	Develop new LTPD pathway for football in Ontario aligned with Football Canada LTPD 3.0	BOD/ED/COM	2021	
1.4	OFF	ALL	ALL	Develop LTOD pathway for Officials in Ontario aligned with Football Canada LTOD	BOD/ED/COM	2021	
1.5	ATH	ALL	NC	Increase Non-Contact participation by 5% annually	ED/COM/RFC	2021	
1.6	ATH	ALL	CF, NC	Increase Female participation by 5% annually through targeted athletes, coach, official and administrative initiatives	ED/COM/RFC/ Provincial Team HC	2021	
1.7	ALL	ALL	CF, NC	Ensure up to date policy and procedure for Return to Football in alignment with COVID-19 health guidelines	ED/BOD/COM	2021	



2. Programs – to offer high quality programs and services to the club members and work collectively with our partners							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
2.1	ATH	AS FUN	NC	Enhance and grow the Football Canada First Down Program through new and existing members as well as industry partners: OUA, CFL, CJFL, NFL, etc.	ED/COM/RFC	April 2021	* COVID-19 Restrictions permitting
2.2	ATH	FUN L2T T2T L2C	NC	Enhance and grow Football Canada Flag program through education, standard implementation and coaching tools ex. Football Canada Mobile	ED/COM/RFC	April 2021	* COVID-19 Restrictions permitting
2.3	ATH	L2T T2T L2C	NC	Implement CFL Futures program through new and existing partners as well as industry partners: OUA,CFL,CJFL,NFL, etc.	ED/COM/RFC	April 2021	* COVID-19 Restrictions permitting
2.4	ATH CCH OFF ADM	L2T T2T L2C T2C L2W T2W	FF	Implement provincial wide Ontario Flag Football League for all members for ages 10 - 18+	ED/COM/RFC	March 2021	* COVID-19 Restrictions permitting
2.5	ATH CCH OFF ADM	L2T T2T L2C T2C L2W T2W	CF	Implement provincial wide spring tackle football league for members in alignment with Football Canada's LTPD for ages 12 - 20 for both male and female participation/divisions	ED/COM	April 2021	* COVID-19 Restrictions permitting



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2.6	ATH CCH HP	T2W	CF	Develop and implement an Ontario Women's tackle team pathway to participate in Football Canada SR Women's National Championship	ED/COM	Feb 2021	* COVID-19 Restrictions permitting
2.7	ATH CCH HP	T2W	CF	Develop an Ontario Women's tackle team pathway to participate in Football Canada U18 National Championship: 9-a-side	ED/COM	Feb 2021	* COVID-19 Restrictions permitting
2.8	ATH HP	L2T	FF	Develop and implement team ontario pathway for U16 males and female provincial teams through the OFFL to compete at the Football Canada U16 Eastern Flag Challenge	ED/COM	Feb 2021	* COVID-19 Restrictions permitting
2.9	ATH HP	L2T	FF	Develop and implement team ontario pathway for U18 males and female provincial teams through the OFFL to compete at the Football Canada U18 Flag Nationals	ED/COM	Feb 2021	* COVID-19 Restrictions permitting
2.10	ATH HP	L2T	FF	Develop and implement team ontario pathway for U20 males and female provincial teams through the OFFL to compete at the Football Canada U Flag Nationals	ED/COM	Feb 2021	* COVID-19 Restrictions permitting
2.11	ALL	ALL	FF	Build a female flag football development system from grassroots to competitions high performance as the gateway for females to enter football in Ontario through the Ontario LTPD	ED/COM	Aug2019- March 2020	
2.12	ALL	ALL	FF	Develop a plan to integrate the current non-member flag communities in the Ontario Football programs with full integration by 2022	BOD/ED/ COM/RFC	May 2021-Jan 2022	



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2.13	CCH	L2T T2T L2W T2W	CF, NC	Design and pilot a comprehensive program for recruiting, training and retaining female coaches in the system through Team Ontario and Football Canada events.	ED/COM/RFC	April 2021	
2.14	OFF	ALL	FF	Develop non-contact officials through recruiting, training and retaining for Flag	ED/COM/ MOD	Sept 2021- Mar2022	
2.15	OFF	ALL	CF	Work with OFOA to increase Official Developer capacity for FCOCP	ED/COM/ MOD	March 2021	
2.16	OFF	ALL	CFF	Work with the OFOA to identify the mentors for the Officials recruiting program	ED/COM/ MOD	2019	
2.17	ATH ADM CCH	ACT FUN L2T	CF, NC	Meet with community associations that do not have a high level of competition to enhance fundamental and Learn to Train programming through standardized program ,practice planning, drills, education: ex Football Canada Mobile app, First Down, CFL Futures	ED/BOD/ COM/RFC	Sept 2019/Dec 2019	



3. Hosting – to be recognized at the best in Canada for organizing major events and increasing hosting opportunities for all disciplines at all levels.							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
3.1	ATH CCH OFF ADM HP	L2T T2T L2C T2C L2W T2W F4L	NC, CF	Develop a hosting manual for all local, regional and provincial events.	BOD/ED/COM	May 2021	
3.2	ATH CCH OFF ADM	L2T T2T L2C T2C L2W T2W F4L	NC, CF	Develop bid process and policy for members and partners to apply to host local, regional and provincial events	BOD/ED/COM	May 2021	
3.3	ATH CCH OFF ADM	L2T T2T L2C T2C L2W T2W F4L	FF	Create host opportunities for Provincial Flag Football Championship for SR mens and womens, U20 Male, U20 Female U18 Male, U18 Female, U16 Male, U16 Female, U14 Male, U14 Female and U12 Co-ed	ED/COM	April/ May 2021	*COVID-19 Restrictions permitting

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3.4	ATH CCH OFF ADM HP	L2T T2T L2C T2C L2W T2W F4L	FF	Create host opportunities for Ontario Regional Flag Football Championship for sr mens and womens, U20 Male, U20 Female U18 Male, U18 Female, U16 Male, U16 Female, U14 Male, U14 Female and U12 Co-ed	ED/COM	Feb March 2021	*COIVD-19 Restrictions permitting
3.5	ATH CCH OFF ADM HP	T2W F4L	FF	Host the National CFFL Senior Flag Football Football Championship for men, women and coed	ED/COM	August 2021	*COIVD-19 Restrictions permitting
3.6	ATH CCH ADM HP	T2C L2W T2W	CF	Organize and provide host opportunities for regional tryouts for the Provincial U18 male, U16 male, Sr Womens and U18 women's teams in each of the 6 major regions	ED/COM/ Provincial Team HC	March 2021 - May 2021	*COIVD-19 Restrictions permitting
3.7	ATH CCH ADM HP OFF	T2C L2W T2W	CF	Organize and execute the Red Black Top 90 Player Elite Football Camp with training seminars and on field practices for Quarterbacks, Running backs, Receivers, Offensive Lineman, Defensive Lineman, Linebackers, Defensive Backs, and Kickers.	ED/COM/ Provincial Team Head Coach	April 2021	*COIVD-19 Restrictions permitting
3.8	ATH CCH ADM HP OFF	T2C L2W T2W	CF	Introduce provincial championships through the new spring tackle league for both male U12,U14,U16,U18 and female U18	ED/COM	June 2021	*COIVD-19 Restrictions permitting



4. Development – to offer high quality development programs and services aligned with LTPD that will help develop Ontario Football’s athletes, coaches, clubs, and officials across the entire province.

	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
4.1	ATH CCH HP	T2W	CF	Develop a Ontario Women’s tackle team pathway to participate in Football Canada SR Women’s National Championship	ED/COM	March 2021	*COVID-19 Restrictions permitting
4.2	OFF	T2W	CF, NC	Provide professional development opportunity to officials by sending them to Football Canada Regional and National Championships	ED/COM/ MOD	July 2021	*COVID-19 Restrictions permitting
4.3	OFF	ALL	CF	Continue to offer Football Canada FCOCP Officials training through the local organizations based on capacity needs	ED/COM/ MOD	2021-2022	
4.4	ADM CCH	FUN L2T T2T	NC	Run Coaches Clinics for associations starting flag as apart of our Flag Development Initiative	ED/COM/ MCD	2021-2022	*COVID-19 Restrictions permitting
4.5	HP ATH CCH ADM	T2W	CF	Organize Red Black Banquet Dinner and Coaches Symposium	ED/COM	April 2021	*COVID-19 Restrictions permitting
4.6	CCH OFF ADM	ALL	CF, NC	Promote Concussion protocol through Making Headway courses to 100% of our member coaches	ED/COM/RFC	2021 - 2022	
4.7	CCH	ALL	CF	Ensuring that 100% of the member coaches take Safe Contact Clinic to become trained.	ED/COM/RFC	2021 - 2022	



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4.8	CCH	AS FUN L2T	CF, NC	Ensuring that 100% of the community coaches have completed Community Coach training.	ED/COM/RFC	2021-2022	
4.9	CCH ADM OFF	ALL	CF, NC	Promote Safe Sport training through the CAC’s e-learning	ED/COM/RFC	2021 - 2022	
4.10	CCH	ALL	CF, NC	Offer NCCP clinics throughout the province by utilizing online delivery as well as in person where applicable	ED/COM/ MCD	Jan 2021 - Dec 2021	
4.11	CCH	AS FUN L2T T2T L2C	CF, NC	Enhance delivery of Community Coach and Competition Introduction Non-Contact by ensuring learning facilitators meet new coach development policy.	ED/COM/ MCD	Jan 2021 - Dec 2022	
4.12	ALL	ALL	CF, NC	Provide a variety of online professional development seminars for all participants: ex. Video filming and analysis, registration, safe sport, etc.	ED/COM/ MCD/MOD/ RFC	Jan 2021 - June 2022	
4.13	CCH	T2T T2C L2W T2W	CF, NC	Select coaching staff for all provincial teams in accordance with selection policy.	ED/COM	Feb 2021	
4.14	ATH CCH ADM OFF	T2T	CF	Participate in the U16 Football Canada Eastern Provincial Tackle Football Championship	ED/COM	July 2021	*COVID-19 Restrictions permitting



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4.15	CCH	T2T T2C L2W T2W	CF	Provide a mentoring program at the Red Black Camp for positional coaches at Quarterback, Running backs, Receivers, Lineman, Defensive Backs, Linebackers and Kickers.	ED/COM/ MCD	April 2021	*COIVD-19 Restrictions permitting
4.16	CCH	T2T T2C L2W T2W	CF, NC	Participate in the National coach mentor program by sending mentees to all Football Canada Regional/National events	ED/COM	July 2021	
4.17	ATH CCH	T2T T2C L2W T2W	CF, NC	Provide a Drug Awareness Seminar to athletes, parents, and coaches at the Red Black Camp Weekend in accordance with Football Canada and Canadian Centre for Ethics in Sport.	ED/COM	April 2021	
4.18	ATH CCH OFF ADM	T2C	CF	Participate in the tackle U18 National Championship Football Canada Cup	ED/Provincial Team HC	July 2021	
4.19	ATH CCH OFF ADM	T2C	FF	Participate in the U16 Football Canada Eastern Flag Regional Challenge: Male and Female	ED/Provincial Team HC	July 2021	
4.20	ATH CCH OFF ADM	T2C	FF	Participate in the U18 Football Canada Flag Nationals: Male and Female	ED/Provincial Team HC	July 2021	
4.21	ATH CCH OFF ADM	T2C	FF	Participate in the U20 Football Canada Flag Nationals: Male and Female	ED/Provincial Team HC	July 2021	



FOUNDATION OF THE ORGANIZATION

1. Communication – image and reputation in the football community, promotion of the sport, servicing members, networking with partners							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
1.1	ALL	ALL	ALL	Audit current communication plan as well as communication tools to optimize membership and football community communication	BOD/ED/COM/RFC	March 2021	
1.2	ALL	ALL	ALL	Complete an extensive audit of the existing website and infrastructure to ensure optimal site mapping for participant usage as well as investigate possible website alternatives	BOD/ED/COM	March 2021	
1.3	N/A	N/A	N/A	Increase Facebook 'Likes' to 6000	ED/RFC	March 2021	
1.4	N/A	N/A	N/A	Increase Twitter followers to 6000	ED/RFC	March 2021	
1.5	N/A	N/A	N/A	Increase Instagram followers to 4000	ED/RFC	March 2021	
1.6	N/A	N/A	N/A	Enhance footprint on Linked In to enhance corporate partnerships and overall organizational exposure	ED/COM	March 2021	
1.7	N/A	N/A	N/A	Review existing organization branding and logo for organization refresh/rebrand to reflect continued growth: Logo, branding, style guide	BOD/ED/COM/EC	April 2021	



1. Communication – image and reputation in the football community, promotion of the sport, servicing members, networking with partners							
1.8	ATH CCH ADM OFF		CF, NC	Develop a web portal for both the OFFL and the spring tackle football league leveraging the web infrastructure of the OFA.	BOD/ED/ COM/RFC	March 2021	
1.9	ALL	ALL	ALL	Develop weekly promotional material for all members and provincial leagues including but not limited to: players of the week, games of the week, polls, recaps, story highlights, etc	ED/COM/RFC	2021 - 2022	
1.10	ALL	ALL	ALL	Educate athletes, parents, and coaches about the LTAD through social media, website.	ED, MD	2021- 2022	
1.11	ALL	ALL	ALL	Complete annual report to the members at the Annual General Meeting	BOD/ED/COM	June 2021	



2. Collaborations – working with key stakeholders and partners and working collectively with other provincial sport organizations							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
2.1	ALL	ALL	ALL	Continue to develop relationships with partners, sponsors and key stakeholders in the football community including member associations, Ontario Universities Athletics, USport, Ontario CFL teams, NFL Teams, Ontario High Schools, Sport Equipment Distributors, other PSO's and NSO's.	ED/BOD/COM	2021	
2.2	ALL	ALL	ALL	Complete comprehensive re-organization of committee structure to provide membership and expert feedback to the organization on relevant topics	BOD/ED/COM	March 2021	
2.3	ALL	ALL	ALL	To establish a partnership with the adult Touch Football association in the province with an introduction meeting and discussions for pilot projects in 2019 to bridge the gap between youth and adult non-contact programming.	ED	April 2021	
2.4	ALL	ALL	ALL	Establish partnership with Ontario Women's Intercollegiate Football Association for participation in regional, provincial and nation competition	ED/BOD	2021	



3. Financial Stability – operate an efficient and sustainable organization							
	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
3.1	ALL	ALL	ALL	Create a clearly defined budget for the operation of the organization	ED	Nov 20	
3.2	ALL	ALL	ALL	Conduct a financial review of the books for 2020	ED	April 2021	
3.3	ALL	ALL	ALL	Continue to provide player financial support opportunities through fundraising initiatives for provincial teams	ED	2021	
3.4	ALL	ALL	ALL	Complete an extensive review of membership fees/structure for implementation in 2021 due to COVID-19 pandemic	ED/BOD/COM	Jan	
3.5	ALL	ALL	ALL	Complete an extensive review of membership price and policy to maximize membership benefits and revenue generating possibility	BOD/ED	2021	
3.6	ALL	ALL	ALL	Design a sponsorship and fundraising program considering corporate sponsors, fundraising and alumni support	ED	Jan 2021	
3.7	ALL	ALL	ALL	Create structure for event hosting grants for provincial and league championship events	BOD/ED/COM	August 20201	



4. Governance – develop clear policies and review current policies that will help the organization operate effectively

	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
4.1	ALL	ALL	ALL	Complete audit of existing organizational structure including committees for final implementation of updated structure	ED/BOD/COM	Feb 2021	
4.2	ALL	ALL	ALL	Have nominees elected at the annual general meeting for the new board composition according to the bi-laws	ED	Dec 2021	
4.3	ALL	ALL	ALL	Create a clearly defined new OFA specific Board Governance Policy Guidebook ensuring clear separation of Board responsibility and ED operational responsibility	ED/BOD	Feb 2021	
4.4	N/A	N/A	N/A	Conduct annual performance evaluation of professional staff	BOD/ED	May 2021	
4.5	ALL	ALL	ALL	Conduct Annual policy inventory and update as required	ED	Sept 2021	
4.6	ALL	ALL	ALL	Create diversity and inclusion policy aligned with the Ontario Ministry of Sport and Football Canada	ED/BOD/COM	March 2022	
4.7	ALL	ALL	ALL	Complete strategic review process to establish organizations strategic plan for 2021-2025	BOD/ED/COM/EC	Nov 2021	
4.8	ALL	ALL	ALL	Develop an OFA staff led League Committee for the OFFL and Spring tackle league to ensure operation and governance of provincial leagues	ED	Feb 2021	



4. Governance – develop clear policies and review current policies that will help the organization operate effectively							
4.9	ALL	ALL	ALL	Develop an Association and League Governance compliance package including policies	ED/BOD/COM	May 2021	

5. Capacity – ensure that the organization has the right people in the right place to do the best job possible for the organization and its members

	Participant Category	LTPD Stage	Discipline	Objective	Responsibility	Timeline	Progress Report on activities identified in operational plan (s) spanning funding period April 1, 2021-November 30, 2021
5.1	N/A	N/A	N/A	Hire new Executive Director to lead organization operations	BOD/COM	Jan 2021	
5.2	ALL	ALL	ALL	Update organizational structure to include regional operational roles, new committees, member representation, communication process, etc.	ED/BOD/COM	Feb 2021	
5.3	ALL	ALL	ALL	Provide new membership and league committees clear terms of reference and operational/policy objectives	ED/BOD	March 2021	
5.4	ALL	ALL	ALL	Establish new league task forces to drive the policy and operation discussion in the implementation of the new tackle and Flag Leagues	ED/BOD/COM	Jan 2021	
4.6	ALL	ALL	ALL	Create diversity and inclusion policy aligned with the Ontario Ministry of Sport and Football Canada	ED/BOD/COM	March 2022	