



BALANCED SCORECARD

APRIL - OCTOBER 2018

The purpose of the balanced scorecard, is to develop a comprehensive and consistent, organizational wide evaluation tool, with which to measure the organization's success in achieving set goals and deliverables. By creating a consistent set of evaluation measures and baselines for each deliverable and core area, ISWO is able to accurately assess success and growth, as it pertains to the specific goals and deliverables stipulated by funding agreements, and the organizations own strategic planning. ISWO is also able to indicate strategic growth, capacity and direction over a period of time, through the utilization of projections, based on new programming and strategic initiatives.

The ISWO balanced scorecard takes into account percentage growth and increases over a period of time, in relation to set targets, rather than just evaluating quantitative data without the relevant context or point of reference. This allows for a deeper and more accurate understanding of the impact and reach of the organizations work, with the inclusion of qualitative data, in a comparable and measurable way.

The ISWO balanced scorecard is divided into four core areas of assessment:

- **Sport Development**
- **Youth Leadership**
- **Urban Indigenous Strategy**
- **Community Engagement**

The following goals, directly inform and guide the development of deliverables stated for each key area:

2017-2020 GOALS

1. Provide sport, recreation and physical activities that enhance the physical, mental, spiritual, cultural and social well-being of Indigenous Peoples in Ontario.
2. Build programs and services based on the CS4L principles to support lifelong participation.
3. Develop partnerships with key sport and Aboriginal organizations to implement the Sport Pathway initiative.
4. Develop and implement a Youth Leadership program to increase capacity of the Sport Pathway delivery agents.
5. Support a regional structure that facilitates the delivery of province-wide programming thereby increasing participation rates within Aboriginal communities.
6. Develop provincial initiatives to address athlete development, talent identification, coaching and integrated competitive opportunities across multiple sports.
7. Build ISWO's capacity through policy, procedures and governance development.
8. Incorporate cultural protocols and practices into the development and delivery of the Sport Pathway initiative.
9. Design and develop a Health and Wellness Strategy to support community wellness programming.
10. Engage partners to implement the Far North Strategy.
11. Design and develop an urban strategy to address the unique needs and interests of Indigenous Peoples living in urban centres.
12. Implement the 2017 North American Indigenous Games legacy initiatives.



SPORT DEVELOPMENT

METRICS:

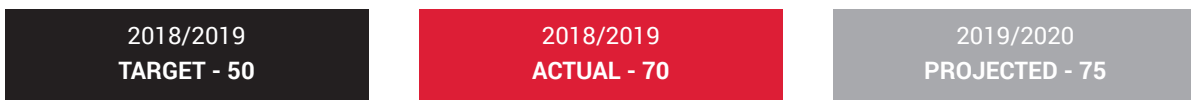
Total number of Indigenous individuals formally engaged in the sport pathway through ISWO



Total number of unique sport programs and opportunities



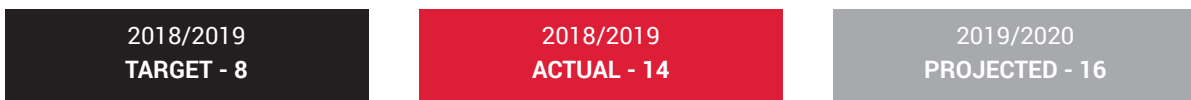
Total number of stakeholders



Number of Provincial Sport Organizations (PSO's) in partnership with ISWO



Number of National Sport Organizations (NSO's) in partnership with ISWO



Total number of participants in national competitive programs through ISWO



Total number of Indigenous coaches who received their certification through ISWO programs





YOUTH LEADERSHIP

METRICS:

Total percentage of youth who felt an increased sense of cultural identity after participating in Standing Bear programming



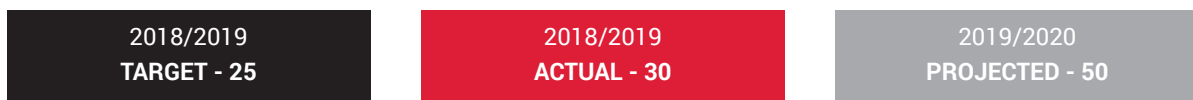
Total percentage of youth who felt an increased sense of confidence and ability to be a 'leader'



Total percentage of youth who felt an increased sense of community and connectedness



Total number of communities engaged



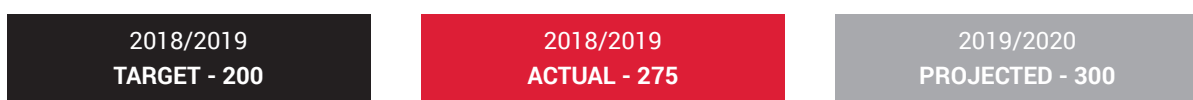
Total number of youth leadership programming hours



Total number of Stakeholders engaged



Total number of youth participants



URBAN INDIGENOUS STRATEGY

METRICS:

Total number of municipalities officially engaged by ISWO's Urban Indigenous Strategy

2018/2019 TARGET - 2	2018/2019 ACTUAL - 4	2019/2020 PROJECTED - 5
-------------------------	-------------------------	----------------------------

Total number of Indigenous Peoples in the four pilot urban centres to be engaged by ISWO's Urban Indigenous Strategy

2018/2019 TARGET - 30,000	2018/2019 ACTUAL - 76,525	2019/2020 PROJECTED - 50,000
------------------------------	------------------------------	---------------------------------

Total number of municipal sport organizations engaged

2018/2019 TARGET - 4	2018/2019 ACTUAL - 7	2019/2020 PROJECTED - 10
-------------------------	-------------------------	-----------------------------

Total number of high schools and post-secondary institutions (colleges and universities) engaged

2018/2019 TARGET - 5	2018/2019 ACTUAL - 10	2019/2020 PROJECTED - 12
-------------------------	--------------------------	-----------------------------

Economic impact for Municipal Tourism Partners

2018/2019 TARGET - \$1M	2018/2019 ACTUAL - \$3M	2019/2020 PROJECTED - \$1M
----------------------------	----------------------------	-------------------------------

Total sponsorship dollars as a result of the Indigenous Urban Strategy

2018/2019 TARGET - \$50,000	2018/2019 ACTUAL - \$250,000	2019/2020 PROJECTED - \$300,000
--------------------------------	---------------------------------	------------------------------------



COMMUNITY ENGAGEMENT

METRICS:

Total number of community programs

2018/2019 TARGET - 25	2018/2019 ACTUAL - 40	2019/2020 PROJECTED - 40
--------------------------	--------------------------	-----------------------------

Total number of communities engaged through program opportunities

2018/2019 TARGET - 40	2018/2019 ACTUAL - 86	2019/2020 PROJECTED - 100
--------------------------	--------------------------	------------------------------

Total number of email campaigns to communities

2018/2019 TARGET - 25	2018/2019 ACTUAL - 54	2019/2020 PROJECTED - 65
--------------------------	--------------------------	-----------------------------

Total number of newsletters to communities and stakeholders

2018/2019 TARGET - 6 (<i>one monthly</i>)	2018/2019 ACTUAL - 10	2019/2020 PROJECTED - 12 (<i>one monthly</i>)
--	--------------------------	--

Total number of subscribers

2018/2019 TARGET - 4,000	2018/2019 ACTUAL - 4,969	2019/2020 PROJECTED - 6,000
-----------------------------	-----------------------------	--------------------------------

Total number of media impressions

2018/2019 TARGET 5,000,000 impressions	2018/2019 ACTUAL 38,778,110 impressions	2019/2020 PROJECTED 25,000,000 impressions
--	---	--

Total number of news releases

2018/2019 TARGET - 12 (2 PER MONTH)	2018/2019 ACTUAL - 20 (OVER 6 MONTHS)	2019/2020 PROJECTED - 24 (2 PER MONTH)
--	--	---

Total number of social media followers across all ISWO channels

 11,732 (with 11,827 likes)

 2,188 (with 4,377 tweets)