



WATER POLO
SASKATCHEWAN

**Strategic Plan
2016-2019**

PREAMBLE

The intent of this strategic plan is to focus and guide action, resource allocation and decision-making for the next three years, and will be the basis for monitoring and evaluating the organization's performance. This long term plan will be monitored and adjusted on an annual basis.

VISION

Water Polo Saskatchewan is a National Leader in Water Polo.

MISSION

Water Polo Saskatchewan:

- Provides leadership resources and services to enable its members to achieve EXCELLENCE in water polo
- Encourages PARTICIPATION through athlete centered and member driven programming.
- Builds CAPACITY of the sport including through the development of partnerships with its stakeholders
- Provides strong ADMINISTRATION, accountable and responsive to its members

VALUES

The principles and beliefs that guide our actions are as follows:

ACCOUNTABILITY

- We believe in holding ourselves accountable for our actions and holding our members accountable for theirs.

ATHLETE CENTERED

- We believe that funding and program decisions should be made with the individual athletes in mind.

DEVELOPMENT

- We believe in empowering our members by providing opportunities to improve their skills and abilities and to overcome their difficulties.

EXCELLENCE

- We believe in the pursuit of personal and organizational excellence.

FAIRNESS

- We believe in striving to be fair in all our dealings with members and stakeholders.

INTEGRITY

- We believe in maintaining dignity and upholding our values in all actions.

RELATIONSHIP

- We believe in fostering goodwill and friendship in all our relationships.

RESPONSIVE

- We believe in being responsive to our members concerns and needs.

SPORTSMANSHIP

- We believe in fair play and playing in the spirit of the game. This includes behaving in an ethical manner with integrity and respect for all.

ORGANIZATION FOCUS

Administration:	To conduct and support the administrative functions required for effective and efficient management of Water Polo Saskatchewan
Capacity/ Interaction:	To support skill and resource development, collaboration and communication that improves organizational effectiveness
Participation:	To support grassroots sport programs that will increase the level of active participation of Saskatchewan residents in sport activity
Excellence:	To support the development of a high performance sport program that will contribute to Water Polo Saskatchewan athletes, teams, coaches and officials in achieving success at regional, national and international levels through fair and ethical means

OVERALL PLAN EVALUATION

Evaluation of these strategic initiatives will be reviewed quarterly at Board of Director Meetings. Board members and staff will be responsible for continually monitoring emerging trends, critical issues, and opportunities and threats to the organization so as to address them efficiently. A comprehensive review of key performance indicators will be completed annually at the association's planning session, leading into an update of the plan for the next season. WPS will undergo a major strategic plan revision every 3 years.

STRATEGIC PRIORITIES

We have identified the following strategic priorities that span a number of our key areas. These priorities are based on a 3-year repeat implementation strategy with updates and modifications to be made when and where necessary.

To Do: Not offered by existing program/support

To Complete: addressed partially by existing program/support

Done: addressed by existing program/support

Focus Capacity Priority 1 Human Resources Goal: WPS Staff and funds are linked to the mission and priorities Objectives: Clear performance measures exist to link paid staff performance to mission and goals					
Strategy	16-17	17-18	18-19	Responsibility	Interdependency
1.1: Development of Human Resource Policies and Procedures <ul style="list-style-type: none"> • Prepare comprehensive HR Manual • Regular performance review • Awareness of trends in compensation, professional development and legislation • Clearly defined job descriptions • Recognition 				<ul style="list-style-type: none"> • Staff • Staff • Staff • Staff • Staff 	
1.1a: Develop a succession plan in the event of the loss of the Executive Director / Provincial Coach <ul style="list-style-type: none"> • Offer professional development to current staff to prepare for any vacancies 				<ul style="list-style-type: none"> • Staff 	
1.2: Clear standards and expectations <ul style="list-style-type: none"> • Volunteer orientation document and process • Volunteer appreciation and recognition • Evaluation from volunteers focused on programs projects and services • Clearly defined job descriptions & time commitment 				<ul style="list-style-type: none"> • Staff & Clubs • Staff & Clubs • Staff & Clubs • Staff & Clubs 	
1.3: Increase the volunteer base <ul style="list-style-type: none"> • Engage parents through an annual social event • Re-engage former athletes 				<ul style="list-style-type: none"> • Staff & Clubs • Staff & Clubs 	

Focus		Participation				
Priority 2		Membership Growth				
Goal:		To support water polo programs that will increase the level and quality of active participation in Saskatchewan				
Objectives:		10% increase in new membership in each year over the next 3 years 10% increase in return membership in each year over the next 3 years				
Strategy					Responsibility	Interdependency
2.1:	Move towards Saskatoon running as an independent club without direct interventions of WPS				<ul style="list-style-type: none"> • Staff • Staff • Staff • Staff • Staff 	
	<ul style="list-style-type: none"> • Define roles and responsibilities for the Saskatoon Club and Water Polo Saskatchewan • Train a non-WPS staff as a coach for the 14U • Ensure Saskatoon has a fully functioning Board of Directors • Engage parents in running the club • Grow 14U, 12U and Seal membership 					
2.2	Improve the level of competency and the succession plan of educated coaches for all programs in each of the clubs				<ul style="list-style-type: none"> • Staff • Staff • Staff • Staff 	
	<ul style="list-style-type: none"> • Keep offering and expand if necessary coaching clinics in Regina & Saskatoon • Establish performance measures and outcomes for increasing numbers and quality coaches • Establish formal program to recognize and promote excellence in coaches in Saskatchewan • Ensure follow-up and support to newly trained coaches in Weyburn and Estevan 					
2.3	Increase # of registered athletes				<ul style="list-style-type: none"> • Staff 	
	<ul style="list-style-type: none"> • Enhance participation of First Nations and Metis athletes, coaches, officials and volunteers 					
2.4:	Increase retention of current participants				<ul style="list-style-type: none"> • Staff 	
	<ul style="list-style-type: none"> • Align programs with WPC LTAD model, results of competition review and national implementation plan 					
2.5	Maintain programming in urban and rural areas				<ul style="list-style-type: none"> • Staff • Staff • Staff 	
	<ul style="list-style-type: none"> • Offer water polo programming to existing summer camps • Access to additional facilities • Offer coaching clinics for new coaches 					

Focus Excellence Priority 3 Competitive Stream Goal: Athletes in the Competitive stream are adhering to the LTAD recommendations Objectives: All Competitive athletes are achieving 80% of the WPC recommended training practices All Competitive athletes are achieving 80% of the WPC recommended competition					
Strategy				Responsibility	Interdependency
3.1: Competitive at the highest levels of the game within the province, nationally and internationally <ul style="list-style-type: none"> • Competition Development <ul style="list-style-type: none"> ○ Structure and deliver a competition program that maximizes Long Term Athlete Development ○ Develop opportunities for athletes and coaches to excel. 				<ul style="list-style-type: none"> ○ Staff ○ Staff 	
<ul style="list-style-type: none"> • Training Program Development <ul style="list-style-type: none"> ○ Align all programs with the LTAD model ○ Develop plan to implement LTAD model ○ Develop and implement program evaluation plan to monitor achievement of objectives 				<ul style="list-style-type: none"> ○ Staff ○ Staff ○ Staff 	Membership Local WP Clubs
3.2: Increase infrastructure <ul style="list-style-type: none"> • Offer coaching clinics to advance current coaches • Offer officials clinics to advance current officials 				<ul style="list-style-type: none"> • Staff • Staff 	

Key Performance Indicators for Priority # 3

Continuous improvement in the following areas:

1. # of athletes, coaches and officials in competitive stream
2. Performance at National and International competitions
3. Planning and policy processes comply with LTAD competitive stream recommendations

Focus: Interaction Priority 4 Stakeholder: Mandates, Communication Goal: Maintain interconnections and relationships in the annual operational initiatives Objectives: Annual review of all internal / external stakeholders and mandates Quarterly review to address compliance with stakeholder mandates						
Strategy				Responsibility	Interdependency	
4.1	Clearly define and identify roles and responsibilities of all internal stakeholders : WPS Staff, Board, Club personnel, coaches, officials, volunteers					
	<ul style="list-style-type: none"> • Develop and make available a formal document to outline the roles and responsibilities of all stakeholders within Water Polo Saskatchewan • Create a tab on the website with bios for all internal stakeholder groups and personnel • Create survey to ensure communication has improved • Coaches actively using social media 				<ul style="list-style-type: none"> • Staff • Staff • Staff • Staff 	
4.2	Maintain a formal communication network with all of our stakeholders					
	a) Membership: needs and interests b) Sask Sport INC: mandates and resources c) Water Polo Canada: mandates and resources d) Other: mandate and resources e) To yearly evaluate all Board, Club and WPS Staff Roles and Responsibilities to implement operational plan f) To ensure that volunteers and staff have shared ownership with planning workshops g) Strengthen club management & administration for sustainability				a) Staff b) Staff c) Staff d) Staff e) Board f) Board g) Clubs	
4.3:	Maintain actively reviewing policy and ensure resources to carry out Mission					
	<ul style="list-style-type: none"> • Review and revise accountability documents annually <ul style="list-style-type: none"> ○ Bylaws ○ Board policies ○ Organizational policies ○ Operational procedures • Manage effective and consistent policies <ul style="list-style-type: none"> ○ Procedures ensuring content provides guiding principles and methods for accomplishing objectives 				<ul style="list-style-type: none"> • Board • Board 	

Focus Capacity Priority 5 Monitoring and Evaluation Goal: Align monitoring and evaluation processes to the WPS mission Objectives: Implemented formalized monitoring and evaluation procedures for program improvement Implemented formalized monitoring and evaluation procedures for Human Resources						
Strategy					Responsibility	Interdependency
5.1:	Actively implement formal evaluation strategies for :				<ul style="list-style-type: none"> • Board & Staff • Board & Staff • Board & Staff • Board & Staff • Board & Staff • Board & Staff • Board & Staff 	
5.2:	Ensure informal evaluations are considered in the evaluation process				<ul style="list-style-type: none"> • Board & Staff 	
5.3:	Actively utilize the evaluations and reports for				<ul style="list-style-type: none"> • Board & Staff • Board & Staff • Board & Staff 	
	<ul style="list-style-type: none"> • Target programs and supports to programs • Seal Program • Clubs • LTAD • Volunteers • Coaches and Officials • Staff 					
	<ul style="list-style-type: none"> • Invite club presidents, coaches, officials 					
	<ul style="list-style-type: none"> • program evaluation • Staff evaluations • Volunteer evaluations 					

Focus		Interaction			
Priority 6		Communication			
Goal:		Increased communication with internal and external stakeholders			
Objectives:		Communication is guided by Mission, Vision and values of WPS			
Strategy				Responsibility	Interdependency
6.1:	<p>Communication to our members is clear and consistent</p> <ul style="list-style-type: none"> • Explore technology solutions to improve communication • Facilitate discussion and dialogue among stakeholders • Interface with marketing plan to develop communication strategy 			<ul style="list-style-type: none"> • Staff & clubs • Board, Staff & Clubs • Staff 	
	<p>Marketing Plan</p> <ul style="list-style-type: none"> • Develop an annual year-round plan • All publications and materials convey a message that enhances the organization mission 			<ul style="list-style-type: none"> • Staff & clubs • Staff & clubs 	
	<p>Media Relations</p> <ul style="list-style-type: none"> • Develop media guidelines and reference scripts, identify primary media contacts, 			<ul style="list-style-type: none"> • Staff 	
	<p>Enhanced Public Image</p> <ul style="list-style-type: none"> • Improve the perceptions, understanding and identity of the organization by increasing PR activities 			<ul style="list-style-type: none"> • Clubs 	
	<p>Customer Satisfaction</p> <ul style="list-style-type: none"> • Communicative and responsive to our members. 			<ul style="list-style-type: none"> • Staff & clubs 	

Key Performance Indicators for Priority #
1. Increased media attention.
2. New partnerships, sponsorships and/or cooperative relationships.
3. Increased public inquiries/awareness.
4. Informed, confident and satisfied membership.

