



WATER POLO
SASKATCHEWAN

FORWARD PLAN 2010-2013

Approved by the Board May 8, 2010

Foreword

As we prepare for the next three year plan

Review of 2007-2010:

In the Spring of 2007, Water Polo Saskatchewan developed a Strategic Plan to address the following areas

1. Decreasing Membership numbers
2. Decreasing training and competition opportunities for Advanced Athletes
3. Lack of competition opportunities for all Athletes

To achieve the strategic plan outcomes, a Provincial Coach was hired in the Fall of 2007 to:

1. Assess and report on the water polo programs in Saskatchewan
2. Develop and implement an advanced athlete program
3. Work with club Coaches to develop and implement a skill based program
4. Integrate the Saskatchewan programs with the Water Polo Canada development programs

According to the member surveys conducted over the past three years, WPS approval rating has improved. As with all surveys, the results are a reflection of those who chose to participate. Increase participation by athletes, coaches and officials from three centres confirmed the programs and services were growing.

This does not mean WPS met every members needs. While the future course of water polo in Saskatchewan had been set prior to the Provincial Coach arriving in 2007, changes were invariably made but not communicated to the members. This lack of communication, led to erosion of a member relationship with WPS which would culminate in a protest being lodged with Sask Sport and Water Polo Canada about WPS practices.

Current Member Programs and Services

Today Water Polo Saskatchewan offers programs and services that have changed the landscape from the traditional club based system to one of a partnership between clubs and Water Polo Saskatchewan.

- Provincial League and Provincial Championships support the club competition programs
- Development Centre and High Performance Centres enhance the club athlete development.
- Coach and Official development programs continue to be offered plus mentoring.
- Team management services including communication, travel arrangements, tournament registration are now operated by the WPS staff.
- WPS continues to operate with strong organizational governance and administration.

Challenges for the Strategic Plan:

- Sask Sport has announced that there will be a review of the Member Assistance Program and Annual Funding criteria. .
- Implementation of LTAD is influencing all decision making.
- Water Polo Canada National Team coaches are implementing training/competitive experience standards that now reach into Provincial and club areas
- Competing member and club philosophy is one of the biggest challenges that Water Polo Saskatchewan faces today. This is partially due to defining the different LTAD participant streams and what few members we have spread out over all the streams.
- Creating tangible value for being a member of Water Polo Saskatchewan. Only the member can determine the benefits – the cost of being a member and is there value?
- Prioritizing programs and services for the membership. What resources are needed to sustain the programs and services to operate Water Polo Saskatchewan and Water Polo in Saskatchewan?

It is important that the next forward plan identify critical tactics that need to be completed so that we may avoid mistakes of the past and ensure we continue to support Water Polo IN Saskatchewan.

WATER POLO SASKATCHEWAN INC.

FORWARD PLAN 2010-2013

Vision

Water Polo Saskatchewan is a National Leader in Water Polo.

Mission

Water Polo Saskatchewan:

- Encourages **PARTICIPATION** through athlete centered and member driven programming
- Provides leadership resources and services to enable its members to achieve **EXCELLENCE** in water polo
- Builds **CAPACITY** of the sport to improve the effective delivery of water polo programs
- **PROMOTION** of awareness of water polo by developing **PARTNERSHIPS** with key stakeholders
- Provides efficient, accountable and transparent **ADMINISTRATION** to its members

AREAS OF EMPHASIS

I. Growing the Game by Participation

Support grassroots programs to increase the level and quality of active participation of Saskatchewan residents in water polo

II. Advancing Excellence

Support the development of a high performance sport programs that contribute to Water Polo Saskatchewan athletes and teams in achieving success at regional, national and international levels through fair and ethical means

III. Building Organization Capacity

Support skill and resource development for the effective delivery of water polo programs in Saskatchewan in partnership with WPS' member clubs, Water Polo Canada and other stakeholders

IV. Building Relationships with Promotion and Partnerships

In partnership with its key stakeholders, WPS works to increase awareness of water polo in Saskatchewan as a sport that enhances fitness, is fun to participate in and is a viable option for high-performance athletes interested in the pursuit of excellence

V. Maintaining Administration Capacity

Conduct and support the administrative functions required for effective, efficient and transparent management of Water Polo Saskatchewan

AREA OF EMPHASIS: PARTICIPATION

GOAL STATEMENT:

Support grassroots programs to increase the level and quality of active participation of Saskatchewan residents in water polo

OBJECTIVES

I. Increase the Number of Participants in Water Polo

- a) Promote participation in summer and winter polo programs in partnership with existing WPS member clubs in the areas that existing WPS member clubs currently serve or operate
- b) Promote participation in summer and winter water polo programs in areas where WPS member clubs do not currently exist or operate in partnership with WPS member clubs, municipalities and/or other organizations/stakeholders
- c) Provide technical and administrative assistance in the development of new clubs and/or with WPS member clubs

II. Support the Continued Development of Athletes in the Game

- a) Develop and implement entry-level programs to promote participation
- b) Develop and implement programs for children under 14 years of age through participation target group initiatives
- c) Develop and implement programs to support Long-Term Athlete Development (LTAD)
 - a. Active Start
 - b. Fundamentals
 - c. Technical Foundations
 - d. Active for Life

III. Increase the Number of Competition Opportunities

- a) Establish a yearly calendar of events
- b) Conduct Provincial League and Provincial Championships

IV. Increase the Number and Quality of Coaches in the System

- a) Ensure that an adequate number of coaches are available at all levels throughout the province
- b) Ensure a technical staff person is employed to conduct technical programs
- c) Organize/conduct National Coaching Certification Program (NCCP) clinics
- d) Provide other training and upgrading opportunities for coaching development
- e) Work together with WPS member clubs to provide incentives/training for new coaches

V. Increase the number of Certified Officials in the System

- a) Ensure that an adequate number of officials are available at all levels throughout the province
- b) Organize/conduct officials clinics at all levels to ensure that officials pursue full certification
- c) Provide upgrading, development and evaluation feedback through competitive experiences
- d) Work with WPS member clubs to provide incentives/training for new officials

AREA OF EMPHASIS: EXCELLENCE

GOAL STATEMENT:

Support the development of a high performance sport programs that contribute to Water Polo Saskatchewan athletes and teams in achieving success at regional, national and international levels through fair and ethical means

OBJECTIVES

I. Increase the Number of Participants in Excellence Programs

- a) Promote participation in water polo excellence programs in partnership with Water Polo Canada, WPS member clubs and other stakeholders

II. Support Advanced Athlete Development

- a) Develop and implement programs to support Long-Term Athlete Development (LTAD) and the pursuit of excellence
 - a. Technical Foundations
 - b. Competitive Foundations
 - c. Training to Compete
- b) Support a minimum of one WPC talent identification program annually

III. Increase Advanced Competitive Opportunities

- a) Develop and implement a yearly competition program that will lead up to national events
- b) Provide technical assistance to athletes, teams and coaches as required
- c) Liaise with Water Polo Canada and the provinces regarding competitions and leagues
- d) Have Saskatchewan teams participate at Water Polo Canada's (WPC) National Club Championships (NCC's) at all age levels and gender categories
- e) Have Saskatchewan teams meet and exceed annual goals at WPC's NCC's at all age levels and gender categories

IV. Increase the Competence and Skill of Advanced Coaches

- a) Ensure that an adequate number of certified coaches are available
- b) Ensure a technical staff person is employed to conduct technical programs
- c) Organize National Coaching Certification Program NCCP technical clinics
- d) Provide training and upgrading opportunities for coaching development

V. Increase the Competence and Skill of Advanced Officials

- a) Ensure that an adequate number of certified officials are available
- b) Organize/conduct officials clinics at all levels
- c) Provide upgrading, development and evaluation feedback through competitive experiences

AREA OF EMPHASIS: CAPACITY

GOAL STATEMENT:

Support skill and resource development for the effective delivery of water polo programs in Saskatchewan in partnership with WPS' member clubs, Water Polo Canada and other stakeholders

OBJECTIVES

I. Recruit, Retain and Develop Qualified WPS Staff

- a) Review staff job descriptions, authority, duties, and salary ranges annually
- b) Ensure that performance evaluations are conducted for all WPS staff
- c) Review staffing policies and procedures as required
- d) Establish hiring committees as required
- e) Provide leadership/professional development opportunities where applicable

II. Recruit, Retain and Serve the Volunteer Base in the Sport

- a) Maintain up-to-date lists of alumni and prospective volunteers
- b) Support WPS member clubs to recruit capable and responsible volunteers
- c) Develop and implement a volunteer recognition program
- d) Improve the volunteer recruitment and volunteer recognition process.
- e) Provide leadership/professional development opportunities where applicable

III. Maintain Organizational Governance Capacity

- a) Organize/conduct a minimum of four Board of Directors meetings annually
- b) Organize/conduct a minimum of one Board planning session annually
- c) Evaluate all Board, club and WPS staff roles and responsibilities annually, in addition to other ongoing policy review and development, to support annual Board planning processes
- d) Ensure ad hoc committees are struck as required
- e) Attend Water Polo Canada Annual General Meeting and conference calls as necessary

AREA OF EMPHASIS: PROMOTION AND PARTNERSHIPS

GOAL STATEMENT:

In partnership with its key stakeholders, WPS works to increase awareness of water polo in Saskatchewan as a sport that enhances fitness, is fun to participate in and is a viable option for high-performance athletes interested in the pursuit of excellence

OBJECTIVES

I. Marketing and Brand the Game to Increase Awareness and Attract Participants

- a) Develop and utilize a variety of vehicles and channels to market water polo in Saskatchewan in an effort to attract and retain entry-level and high performance athletes to the sport
- b) Promote the benefit of membership in Water Polo Saskatchewan to

II. Develop and Deliver a Robust Communication Program that Keeps All Stakeholders Informed and Connected

- a) Serve as liaison between Water Polo Canada, Sask Sport, WPS members, WPS member clubs and other stakeholders, including attending meetings and planning sessions, as required
- b) Uses a variety of methods, including developing and maintaining the WPS website, to effectively communicate with Water Polo Canada, Sask Sport, WPS members, member clubs, stakeholders and the public on programs, updates and/or other issues that arise
- c) Ensures inquiries from Water Polo Canada, Sask Sport, WPS members, WPS member clubs, other stakeholders and the public are responded to in an appropriate, timely manner
- d) Where necessary, ensure the Board of Directors are informed of WPS' staff communication with Water Polo Canada Sask Sport, WPS members, WPS member clubs, other stakeholders and the public are responded to in an appropriate, timely manner
- e) Keep lines of communication open with stakeholders through discussion and correspondence
- f) Organize a minimum of one Annual General Meeting for WPS membership

III. Build Partnerships That Expand Out Reach, That Help Grow and Support the Game

- a) Work with Water Polo Canada, Sask Sport, WPS members, WPS members clubs and other relevant stakeholders in developing and implementing goals, objectives, plans and programs for the sport of water polo in Saskatchewan.
- b) Develop annual goals for Saskatchewan teams at Water Polo Canada's National Club Championship's at all age levels and gender categories in partnership with WPS member clubs.
- c) Work with WPS member clubs to strengthen club management and administration to support sustainability at the club level.

AREA OF EMPHASIS: ADMINISTRATION

GOAL STATEMENT:

To conduct and support the administrative functions required for effective, efficient and transparent management of Water Polo Saskatchewan

OBJECTIVES

I. Continue to Deliver Excellent Financial Services

- a) Maintain accurate financial records for reporting and audit
- b) Prepare preliminary budget and review with WPS Board
- c) Execute and deliver programs under WPS Board approved budget
- d) Report financial information to WPS Board, Sask Sport and other funders in a timely fashion as required
- e) Ensure WPS meets funding covenants set out by Sask Sport and other funders
- f) Generate sufficient self-help revenues to meet WPS requirements

II. Support Administration Capacity

- a) Ensure provision of adequate office space/supplies
- b) Identify and provide the technology required to effectively and efficiently conduct WPS business
- c) Collect and enter members information / WPC database on an ongoing basis
- d) Ensure all required insurance is in place for WPS
- e) Procure legal and mediation services in a timely fashion (where applicable)
- f) Ensure personnel are employed to provide administration services