



STRATEGIC PLAN 2013/2014 Scorecard

PREAMBLE

The Manitoba Water Polo Association Inc. is the non-profit governing body for the sport of water polo within the Province of Manitoba. The Manitoba Water Polo Association Inc. was incorporated in 1977 with the goals of increasing membership and promoting interest in the sport of water polo throughout the Province of Manitoba

OBJECTIVES

The objectives of the Manitoba Water Polo Association Inc. are as follows:

- a. To legislate and regulate water polo competitions at all levels in Manitoba;
- b. To promote water polo in Manitoba;
- c. To raise the level and standard of officials and coaches for the sport of water polo in the Province;
- d. To raise the standards of all aspects of water polo;
- e. To support and encourage club development. A club consists of two active water polo teams registered with the Manitoba Water Polo Association Inc.

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 is the fastest growing sport in Manitoba

MISSION

The Manitoba Water Polo Association will, with our partners build a community for the growth, development and visibility of water polo

VALUES

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

Community	All members contribute to the success of water polo in Manitoba
Accountability	All members will take responsibility for their actions
Transparency	All members will contribute to the success of water polo in a manner that is open for all other members to see
Respect	All members will value and accept the input of all members
Ethical	All members will contribute to the sport with moral behavior at all times
Innovative	MWPA will continue to introduce new ideas and participate in original and creative thinking

ORGANIZATIONAL GOALS

Strong Water Polo Community

- Healthy clubs and program providers
- Increasing number of participants at all levels
- Water Polo community is enjoyable, welcoming and inclusive

Organization Excellence

- Model leadership through volunteer development, structure and best practices
- Actively set policy and ensure the organization has adequate resources to carry out the mission
- Engage, inspire and collaborate with individuals to combine their energy, talents and values for community improvement and enrichment

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. MWPA 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.

Priority 1 Membership, Clubs and Volunteers						
Goal: Increased membership at all levels						
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 1 new club in the first 2 years						
Year	2013	2014	2015	2016		
Individual Membership	463					
Club Membership	3					
New Members	56					
Return Members	407					
Strategy		2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
1.1 Increase # of schools participating in school league <ul style="list-style-type: none"> Recruit and train coaches Presentations to schools Additional facilities for practices and games 		-Analyzed and determined attrition rate between middle years and high school league - Established contacts with MPETA (Manitoba Physical Education Teachers Association) - Developed a workshop for teachers for water polo - Established contact with Collegiate, Kelvin, Sisler and Daniel Mac to create a JV league -Presented to students in grade eight at River Heights, and grade nine at Sisler	-Discovered an attrition rate of 30-40% drop off in participation from middle years to high school year league. This was from schools with teams to feeder high schools with teams. -Secured workshop for provincial professional development day in Oct. 2014 to engage teachers -Grade eight students at River Heights will find a teacher to help them have a team at Kelvin -Phys Ed. teachers are promoting JV water polo at Sisler	-It seems that grade nines/tens are intimidated to play alongside grade elevens and twelve's. They do not have a league for their age group. -To develop a JV league new schools and new teams will need new equipment. Funding will be needed to help eliminate a barrier to doing this. -Teachers should be able to easily access training to be coaches of water polo. -School system perceives school league as promoting the WP clubs versus helping kids at	Director – School League	

		-MPETA has increased interest in supporting water polo for diverse physical literacy	large develop fitness through aquatics. School league needs to become a thriving sport with developmentally appropriate stages of athlete development.		
1.2 Increase participation in adult league <ul style="list-style-type: none"> • Offer intro program in Jan / Mar 2014 • Define program, place, cost and determine target market for effective marketing 	Not a priority for 2014			Director – Grass Roots Development	
1.3 Increase infrastructure <ul style="list-style-type: none"> • Access to additional facilities • Acquire MWPA equipment • Offer coaching clinics to advance current coaches • Offer coaching clinics for new coaches • Offer officials clinics to new officials • Offer officials clinics to advance current officials 	<p>Increased rentals at Seven Oaks Pool</p> <p>Practice Coach Theory Course offered</p> <p>Practice Coach Evaluation offered</p> <p>Minor officials course offered prior to the start of the HSL program – 14 attendees</p> <p>Regional and provincial referee courses not offered due to program changes at WPC</p>	<p>Increased rentals at Seven Oaks Pool</p> <p>Practice Coach Courses cancelled due to a lack of participation</p> <p>Minor officials course offered prior to the start of the HSL program – 14 attendees</p> <p>3 Regional and 2 Provincial Referees evaluated at MWPA Provincials</p>	<p>Size of pool, location and cost</p> <p>Cost of programs can be a deterrent</p> <p>Only one LF in province therefore limited times throughout the year to offer courses</p>	Director - Technical	

<p>1.4 Increase programming in rural areas</p> <ul style="list-style-type: none"> Recruit pool supervisors to offer ILWP Offer summer camps at towns within 1 hour of Winnipeg Offer water polo programming to existing summer camps 	<p>Reach out to various rural communities to offer water polo programming at summer camps</p> <p>Reach out to MASRC to offer water polo programming at 2014 Treaty Days</p>	<p>Camp provided in Treherne – August 2013. Invited to return for 2014 camp</p> <p>Plans underway for NHCN Treaty days in August 2014</p>	<p>Continue to generate awareness</p> <p>MWPA funds are limited and often rural areas are concerned about costs of travel/ accommodation to bring coaches to their community</p>	<p>Director – Grass Roots Development</p>	
<p>1.5 Increase the # of clubs</p> <ul style="list-style-type: none"> Create information kit on “How to start a Club” <p>Provide support i.e. Access to coaches, equipment</p>	<p>Kit created</p> <p>Offer Coaching as needed</p>	<p>Not a priority in 2014. More important to continue to generate interest in the sport. Clubs may follow.</p>		<p>Director – Grass Roots Development</p>	

<p>Priority 2 Governance: Board, Policy, Stakeholders</p> <p>Goal: Provide an organizational structure that establishes leadership, management, process and culture within the MWPA.</p> <p>Objectives: Establish policy governance structure and function Establish operations structure and function Effective Board orientation document and process</p>					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
<p>2.1 Establish Policy Governance structure</p> <ul style="list-style-type: none"> standing committees identify critical areas and priorities establish accountability documents develop reporting and monitoring tools to: receive reports evaluate programs audit internal and external operations Develop Board Member orientation package 	<p>No action in 2014 due to numerous vacancies at the Board level</p>			<p>President</p>	
<p>2.2 Establish Operations structure</p> <ul style="list-style-type: none"> identify critical areas and priorities develop working groups 	<p>WPC Competition Review caused</p>	<p>Established a Competition Review</p>			

<ul style="list-style-type: none"> formalize criteria for staff reporting to Board 	changes to the national fabric	<p>Committee to consider implications to Manitoba</p> <p>ED report at every Board meeting</p> <p>HPC quarterly report to the Board</p>			
<p>2.3 Actively set policy and ensure resources to carry out Mission</p> <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 and procedures ensuring content provides guiding principles and methods for accomplishing objectives 	Fundraising policy created to help set guidelines for PT fundraising activities	Adopted Fundraising Policy		Secretary	

<p>Priority 2 Governance: Board, Policy, Stakeholders</p> <p>Goal: Implemented strategic plan</p> <p>Objectives: Review and complete strategic plan Utilize the strategic plan for MWPA activities</p>					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
2.4 Implement agreed strategic plan. Annually review and update plan. Hire consultants as necessary to work with the MWPA Board to lead the Board through this process	Ongoing review of plan	Yearly update for AGM presentation	Numerous Board vacancies	E.D.	
2.5 Schedule and participate in specific sessions to review and update plan	No action in 2014			E.D.	
2.6 Establish Priorities		Grass roots, coaches/ref training to support programs		Board	

Priority 2 Governance: Board, Policy, Stakeholders Goal: Align monitoring and evaluation processes to the MWPA mission Objectives: Develop formalized monitoring and evaluation procedures for program improvement					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
2.7 Actively implement formal evaluation strategies for development of effective and efficient programming of Target programs and supports to programs, such as: <ul style="list-style-type: none"> • ILWP • Clubs • LTAD/Competition Review • Volunteers • Coaches and Officials 	No Action in 2014			President	
2.8 Ensure informal evaluations are considered in the evaluation process <ul style="list-style-type: none"> • Invite club Presidents, coaches, officials and athletes to provide input 	Competition Review – Club Presidents participated			President	
2.9 Actively utilize the evaluations and reports for program evaluation				President	

Priority 2 Governance: Board, Policy, Stakeholders Goal: Create a Mission and Vision statement that guides MWPA Objectives: Revise the Mission and Vision statements to be relevant Ensure Mission and Vision statements accurately reflect organizational aspirations and environmental realities					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
2.10 Strengthen our mission and vision to guide our daily activities <ul style="list-style-type: none"> • Read at meetings • Review programming to ensure it aligns with mission and vision • Actively review and revise policy to support mission and vision 	Mission/Vision added to Board meeting agenda – read at every meeting			President	

Priority 3 Active and Competitive Athletes Goal: Athletes in the Competitive stream are adhering to the LTAD recommendations Objectives: All Competitive athletes are achieving 70% of the WPC recommended training practices All Competitive athletes are achieving 70% of the WPC recommended competition						
Year	2013	2014	2015	2016		
Competitive athletes – training LTAD	70%					
Competitive athletes – competition WPC	70%					
Strategy		2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
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 training support program that maximizes Long Term Athlete Development ○ Develop opportunities for athletes and coaches to excel 		Director position vacant PT Coach and MHC Office developed PT program WPC Competition Review completed MWPA Competition Review still a work in progress	Solid program but decreased participation	Athlete recruitment	P.T. Chair	
<ul style="list-style-type: none"> • Training Program Development <ul style="list-style-type: none"> ○ Align all programs with the WPC LTAD model ○ Develop plan to implement WPC LTAD model ○ Develop and implement program evaluation plan to monitor achievement of objectives 		MWPA Competition Review Committee reviewing program development			Director - Technical	

Priority 3 Active and Competitive Athletes Goal: Active Certified Coaches and Officials at all levels of the sport Objectives: 80 % of all active coaches are certified 80% of all active officials are certified					
Year	2013	2014	2015	2016	
% of active coaches certified	73% including HSL 91% excluding HSL				
% of active officials certified	100%				
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
3.2 To provide learning and evaluation opportunities for coaches and officials to become competent in their abilities and achieve their full potential <ul style="list-style-type: none"> • Promotion <ul style="list-style-type: none"> ○ Connect with Coaches and Officials; to ensure the quests for knowledge and personal development are supported in Training Program Development ○ Conduct needs survey ○ Conduct program meetings ○ Ensure programs are available to athletes, coaches and officials <ul style="list-style-type: none"> ▪ More clinics ▪ More evaluations ▪ More competitions at higher level 	List of current Manitoba coaches and officials established noting certification levels Practice Coach Theory and Evaluation Courses offered Minor officials course offered Advanced Comp Coach course offered at WPC Summit ME/OWG course offered at WPC Summit	List established and used as a reference tool Practice Coach Courses cancelled due to a lack of participation 14 attendees at a Minor officials clinic 2 local coaches attended WPC Summit Advanced Comp Coach Course 2 local officials received ME status	Cost of courses is prohibitive Availability of current LF and ME time is limited	Director - Technical	

<ul style="list-style-type: none"> • Certification <ul style="list-style-type: none"> ○ Promote the scope of training required to coach or officiate at all levels and provide opportunities to obtain 				Director - Technical	
<ul style="list-style-type: none"> • Monitoring <ul style="list-style-type: none"> ○ Performance analysis in the NCCP & Officials programs 				Director - Technical	
<ul style="list-style-type: none"> • Mentorship <ul style="list-style-type: none"> ○ Engage skilled people to teach, mentor and inspire novice coaches/officials 				Director - Technical	
<ul style="list-style-type: none"> • Recognition <ul style="list-style-type: none"> ○ Recognize contributions, dedication and outstanding performances 	No Director in place/not a priority for 2014			Director – Special Events/Volunteers	

Priority 4 Funding and Human Resources Goal: Financial Resources are in place to conduct business to achieve the Mission Objectives: Reduce Expenses Increase Revenue sources					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
4.1 Ensure the organization has adequate resources to carry out mission <ul style="list-style-type: none"> • Develop relationships/partnerships with neighboring province to share resources <ul style="list-style-type: none"> ○ Joint programs and development programs to reduce expenses • Fundraising program <ul style="list-style-type: none"> ○ Develop fundraising program <ul style="list-style-type: none"> ▪ National Sport Trust Fund ▪ Conduct further strategies • Sponsorship program <ul style="list-style-type: none"> ○ Attract new sponsors and volunteers 	2 Fundraising activities planned for PT Fundraising Policy created to set guidelines	2 successful PT fundraising events held – Boston Pizza and Smitty’s Fundraising policy adopted		Director – Sponsorship/ Fundraising	

Priority 4 Funding and Human Resources Goal: MWPA 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	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
4.2 Development of Human Resource Policies and Procedures <ul style="list-style-type: none"> Regular performance review Awareness of trends in compensation, professional development and legislation Clearly defined job descriptions Recognition 	PT Head Coach Performance Review Clearly defined job descriptions in place for PT Head Coach and Assistant Coaches	Review completed Job descriptions completed and updated		President	
Priority 4 Funding and Human Resources Goal: Strong volunteer recognition and recruitment Objectives: Solidify volunteer base					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
4.3 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 Evaluation of volunteers Clearly defined job descriptions & time commitment Recognition 	No Director in place/not a priority for 2014			Director – Special Events/Volunteers	
4.4 Increase the volunteer base <ul style="list-style-type: none"> Engage parents through an annual social event Re-engage former athletes 	No Director in place/not a priority for 2014			Director – Special Events/Volunteers	

Priority 5 Marketing Goal: Created an awareness of the sport of water polo in Manitoba Objectives: Promote MWPA organization as a resource to the water polo Community Promote water polo as both a sport of choice and an alternative/cross training sport					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
5.1 Develop a marketing plan <ul style="list-style-type: none"> • Include competitions, coaching programs, fundraising to support events in the marketing plan • MWPA publications support the mission • Expand other forms of media for promotion and advertising • Identify and connect with media contacts 	No Director in place/not a priority for 2014			Director - Promotions	

Priority 5 Marketing Goal: Increased communication with internal and external stakeholders Objectives: Communication is guided by Mission, Vision and values of MWPA					
Strategy	2013-2014 Actions	2013-2014 Results	2013-2014 Challenges	Accountable	Comments
5.2 Communication to our members is clear and consistent <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 	No Director in place/not a priority for 2014			Director – Promotions	