

STRATEGIC PLAN 2019–2022

Water Polo Saskatchewan

Summary

This document details Water Polo Saskatchewan's (WPS) 2019 to 2022 Strategic Plan. On February 8, 2019, fifteen representatives from the WPS board, its staff and clubs met at the Mosaic Stadium in Regina to determine this planning cycle's strategic priorities, objectives, and the strategies and actions to meet those objectives.

In the development of this plan, WPS emphasized maintaining the services that were working well and examining opportunities in areas that needed some attention. WPS achieves excellence in the competitive stream. Consistently, WPS develops teams that perform and medal in national championship leagues of both genders and all ages. In addition, more youth are playing water polo in Saskatchewan and are entering the sport at younger ages along with steady membership increases. However, strategic planning participants and membership survey respondents flagged some areas for improvement. These included maintaining improving membership growth in Saskatoon and Weyburn, identifying opportunities for enhanced sport promotion and marketing across the province, and addressing the ever-evolving demands for improved communication.

WPS' strategic planners identified the following priorities for the 2019-2022 planning cycle:

- 1) Competitive Excellence;
- 2) Membership Growth;
- 3) Capable and Competent Human Resources or 'Human Resources';
- 4) Effective Stakeholder Interactions or 'Stakeholder Interactions';
- 5) Evaluation and Risk Management of WPS Human Resources and Services or 'Evaluation'; and
- 6) Holistic Monitoring of Organizational Progress or 'Monitoring'

The following pages elaborate on the objectives for these priorities and the corresponding strategies and action items to meet those objectives. Highlights include:

- Continuing strategies to provide competitive services as the cornerstone of WPS;
- Implementing an executive committee responsible for sport promotion and marketing, including knowledge sharing and budget allocation to promote membership growth;
- Development of new opportunities to bring our members closer together in opportunities to recognize and celebrate their success; and
- Working with stakeholders to disseminate information in novel ways to improve communication.

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Water Polo Saskatchewan's Vision, Mission, and Values

Vision

To be a national leader in water polo

Mission

Water Polo Saskatchewan

- a) Provides leadership resources and services to enable its members to achieve EXCELLENCE in water polo
- b) Encourages PARTICIPATION through athlete centred and member driven programming
- c) Builds CAPACITY of the port including the development of partnerships with its stakeholders
- d) Provides strong ADMINISTRATION, accountable and responsive to its members

Values

ACCOUNTABILITY

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

ATHLETE CENTRED

- 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 dealing 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

Strategic Priorities and Objectives

In this plan, WPS refined its strategic priorities along with corresponding objectives:

- 1) Competitive Excellence – to continue to follow and exceed Long-Term Athlete Development recommendations for training and competition in the competitive stream;
- 2) Membership Growth – to increase new membership and retain current membership in each club and with respect to new regions;
- 3) Human Resources – to maintain human resource allocations for continued success in competitive excellence and to support value-added opportunities for knowledge sharing about membership growth;
- 4) Stakeholder Interactions – to have relationships and interactions with stakeholders that advance WPS's priorities
- 5) Evaluation – to ensure coaches, staff, and volunteers advance WPS' strategic priorities and adhere to its vision, mission and values; and
- 6) Monitoring – to ensure strategic priorities reviewed and progress assessed.

All priorities are important but do not serve the same function in the organization. For example, 'Competitive Excellence' and 'Membership Growth' are correlates crucial for funding from Sask Sport, with 'Human Resources' and 'Stakeholder Interactions' providing the means for achieving excellence and growth. 'Evaluation' and 'Monitoring' are key priorities in the realm of governance that provide the means for ensure risk is managed and organizational action aligns with planning priorities specifically and WPS' its vision, mission and values more broadly. Figure 1 illustrates the intended relationships among priorities.



Fig. 1: WPS Strategic Priorities

Priority 1

Competitive Excellence



Goal: to continue to follow and exceed Long-Term Athlete Development (LTAD) recommendations for training and competition in the competitive stream



Mission Focus: Excellence
Objectives

- All competitive athletes are achieving at least 80% of the recommendations from Water Polo Canada and LTAD regarding training and competition
- We are introducing athletes to the competitive stream or competitive-like training and competitions at increasingly younger ages

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
1.1 Competing at the highest levels of the game within the province, nationally, and internationally	1.1.a. Structure and deliver a competition program that maximises LTAD recommendations	WPS Staff	Continue	Continue	Continue
	1.1.b. Identify and develop opportunities in which athletes, coaches, and referees can excel	WPS Staff	Continue	Continue	Continue
	1.1.c. Continue to assist athletes financially who are entering the excellence stream, such as those selected for age-group and senior national teams	WPS Staff and WPS Board	Continue	Continue	Continue
1.2. Training to compete at the highest levels of the game	1.2.a. Ensure all programs with the LTAD model (e.g., Development Centre, High Performance Centre, the High School Excellence program, and provincial camps)	WPS Staff	Continue	Continue	Continue
	1.2.b. Develop opportunities for athletes to access and stay in competitive stream at younger ages (e.g., 14 and under)	WPS staff (e.g., facilitate) and clubs (e.g., knowledge sharing and implementation)	Improve as necessary and strategize (e.g., with clubs)	Implement	Maintain and review

1.3. Developing and increasing infrastructure to support competitive excellence	1.3.a. Continue to develop coaches for competitive excellence through that is formal (i.e., clinics) and informal (i.e., feedback during training and competitions)	WPS Staff (e.g., deliver) and Clubs (e.g., recruit)	Continue	Continue	Continue
	1.3.b. Continue to develop officials for competitive excellence through that is formal (i.e., clinics) and informal (i.e., feedback during training and competitions)	WPS Staff (e.g., deliver) and Clubs (e.g., recruit)	Continue	Continue	Continue
	1.3.c. Identify opportunities for clubs to support entry to competitive stream at early ages	WPS Staff	Improve as necessary	Continue	Continue
	1.3.d. Develop strategy for sharing practices, drills, and videos of skills among contract and volunteer coaches	WPS Staff (e.g., deliver) and Clubs (e.g., implement and share)	Improve as necessary and strategize (e.g., with clubs)	Implement	Monitor and Review
	1.3.e. Continue to recognize participants (i.e., athletes, coaches and referees) that promote competitive excellence in the province	WPS Staff	Continue	Continue	Continue

Highlight 1.0: Supporting High Performance Planning

Water Polo Saskatchewan is committed to continuing and improving excellence in the competitive stream. Strategies listed above are designed at the organizational level and not at an operational level, although all the strategies have operational implications. Water Polo Saskatchewan has put to paper its objectives and strategies at the operational level in its High Performance Plan. This plan corresponds with the action items that are carried forward from the last planning cycle (i.e., 1.1.a & b., 1.2.a, 1.3.a & b) and new/modified action items (i.e., 1.2.b. and 1.3.c. & d.). The latter may require some strategizing with clubs (e.g., membership meetings, one-on-one interactions) in relation to the High Performance Plan.

Priority 2

Membership Growth



Goal: to increase new membership (i.e., recruitment) and retain current membership (i.e., retention)



Mission Focus: Participation

Objective

- To recruit and retain athlete membership in each club with innovative and context-dependant approaches

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
2.1. Increase number of registered athletes	2.1.a. Maintain and update, where necessary, the Seal Program and its wide-spread use in Saskatchewan	WPS Staff	Continue	Continue	Continue
	2.1.b. Identify opportunities to support participation of First Nation and Métis athletes	WPS Staff	Continue	Continue	Continue
	2.1.c. Offer water polo programming broadly through summer camps	WPS Staff	Continue	Continue	Continue
	2.1.d. Create and facilitate executive committee for sport promotion and marketing populated to share recruitment strategies and allocate funding	WPS Staff (facilitate), Board (participate), and Clubs (lead and decide)	Create, fund, and implement	Implement and review	Implement and review
2.2. Increase retention of current athletes	2.2.a. Maintain WPS services such as PL events and Provincials	WPS Staff	Continue	Continue	Continue
	2.2.b. Identify opportunities for younger athletes to enter and enjoy PL events and provincials (e.g., minis and younger)	WPS Staff	Strategize and implement	Monitor	Monitor

Highlight 2.0: Empowering Clubs for Sport Promotion and Marketing

Sport promotion and marketing are key drivers of membership growth. Yet, they are the most expensive and context-dependent. Often, clubs have figured out cost-effective ways to promote and market water polo, particularly as conditions related to membership growth change rapidly. The clubs are therefore well-positioned to share opportunities and challenges related to sport promotion and marketing, and support the allocation funds for projects likely to succeed. The proposed Sport Promotion and Marketing Executive Committee (2.1.f.) harnesses this strategic advantage by including club representatives to discussion and allocate funds for viable projects along with one member of the WPS board and one staff (see also Human Resources 3.)

Priority 3

Human Resources



Goal: to maintain human resource allocations that foster long-term, province-wide success



Mission Focus: Capacity
Objectives

- To maintain continual contract human resource levels for long-term competitive excellence and membership growth
- To develop and support retention of club coaches and volunteers

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
3.1. Maintain coaching and programming service levels with clubs	3.1.a. Maintain coaching and programming (e.g., seal program) in service level agreements in Regina and Saskatoon	WPS Staff	Adjust agreements, where necessary	Appraisal and adjust/continue	Continue
	3.1.b. Continue to send WPS staff to coach in Weyburn and Estevan	WPS Staff	Continue	Continue	Continue
3.2. Long-term sustainability of contract human resources	3.2.a. Periodically review human resource policies and procedures in relation to internal events and external trends	WPS Board (review) and WPS Staff (reporting)	Continue	Continue	Continue
	3.2.b. Periodically conduct scans of external trends in compensation, risk management, and professional development opportunities	WPS Board	Expand, where necessary	Continue	Continue
	3.2.c. Develop a succession planning policy	WPS Board	Develop and approve	Monitor	Monitor
	3.2.d. Develop emergency and intermediate succession plans for Executive Director and Provincial Coaching positions that ensure continuity of coaching and program services as well as administration	WPS Board	Develop and approve	Monitor	Monitor

	3.2.e. Ensure all staff have clearly defined job descriptions (i.e., for succession planning)	WPS Board (review) and WPS Staff (reporting)	Develop, where necessary	Monitor	Monitor
3.3. Long-term development and retention of community coaches and volunteers	3.3.a. Continue to develop community coaches in all centers through formal (e.g., the Community Coach) and informal training	WPS Staff	Continue	Continue	Continue
	3.3.b. Continue to develop community referees in all centers through formal (e.g., the Regional Referee) and informal training	WPS Staff	Continue	Continue	Continue
	3.3.c. Continue to recognize participants (i.e., volunteers, coaches and referees) that promote membership growth in the province	WPS Staff	Continue	Continue	Continue
	3.3.d. Engage membership in winter and summer social events to increase connectivity and provide recognition opportunities	WPS	Add Winter	Appraise and continue/adjust	Continue

Highlight 3.0: Recognizing and Celebrating More Members

Water Polo Saskatchewan recognizes and celebrates its members through an annual banquet after Summer Provincials. This provides a unique opportunity to connect members. However, some members involved in summer swimming events were unable to attend. Now, Water Polo Saskatchewan is committed to creating an additional social event in the Winter to increase connectivity and provide an additional opportunity to recognize and celebrate its members.

Priority 4

Stakeholder Interactions



Goal: to have relationships and interactions with stakeholders that advance WPS's priorities



Mission Foci: Capacity & Administration
Objectives

- To develop, prioritize, and advocate for stakeholder relationships that support competitive excellence and membership growth
- To continue to develop clear communication streams with stakeholders that address and shape the evolving demands from stakeholders

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
4.1. Develop and prioritize stakeholder relationships	4.1.a. Maintain knowledge-gathering and responsiveness activities (e.g., membership meetings, biennial surveys)	WPS Staff and WPS Board	Continue	Continue	Continue
	4.1.b. Continue to prioritize relationships with stakeholders who support competitive excellence (e.g., Level 10 Fitness, Martin Collegiate)	WPS Staff	Continue	Continue	Continue
	4.1.c. Develop relationships with stakeholders to support membership growth (e.g., summer swimming clubs)	WPS Staff and Clubs	Strategize with clubs	Implement	Appraise
4.2. Advocacy in stakeholder interactions	4.1.a. Participate in advocacy efforts for new facilities	WPS Staff, WPS Board, and Clubs	Identify and strategies	Participate	Participate
	4.1.b. Continue to advocate for competitive excellence strategies (e.g., effective delivery of WPC services, reduced costs for age-group national team athletes)	WPS Staff and WPS Board	Continue	Continue	Continue

4.3. Establish clear and adaptive communication streams	4.1.a. Periodically identify stakeholder expectations for communications (e.g., through membership meetings)	WPS Staff and WPS Board	Continue	Continue	Continue
	4.2.b. Identify novel ways to address stakeholder expectations about communications (i.e., digital communication through different modes)	WPS Staff	Continue	Continue	Continue
	4.1.b. Disseminate strategy for communication (i.e., roles, responsibilities and timelines) in ways that are accessible to new membership	WPS Staff	Yearly	Yearly	Yearly
	2.2.c. Continue to provide up-to-date yearly calendar	WPS Staff	Continue	Continue	Continue

Highlight 4.0: Commitment to Address the Evolving Demands on Communication

Water Polo Saskatchewan's staff wear multiple hats to deliver effective services in addition to support the programming at the clubs' level. Communication can be challenging across these overlapping venues. Moreover, the intensifying calls for quicker communication through different modes compounds these challenges. The intent of action items associated with establishing clear and adaptive communication streams is to (a) identify those evolving demands and (b) address them in novel and accessible ways.

Priority 5

Evaluation



Goal: to ensure coaches, staff, and volunteers advance WPS' strategic priorities and adhere to its vision, mission and values



Mission Focus: Administration
Objectives

- To ensure evaluation of coaches and staff are regular, timely, and oriented toward WPS's vision, mission, and values
- To evaluate and mitigate risk related to all participants who interact directly with minors

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
5.1. Periodically evaluate full-time staff	5.1.a. Conduct formal evaluation of Executive Director and Head Provincial Coach	WPS Board	Continue	Continue	Continue
	5.1.b. Conduct formal evaluation of other full-time and part-time staff	Executive Director	Continue	Continue	Continue
5.2. Periodically conduct informal evaluations of club coaches and referees, where requested.	5.1.a. Identify and address demands for informal evaluation of community coaches	WPS Staff	Assess and address	Continue	Continue
	5.2.b. Identify and address demands for informal evaluation of referees supporting participation	WPS Staff	Assess and address	Continue	Continue
5.3. Evaluate and mitigate risk for minors in the care of adult participants	5.3.a. Ensure all adult participants have met certification and approval requirements for caring for minors	WPS Board and WPS Staff	Continue	Continue	Continue
	5.3.b. Annually assess risk and opportunities to further mitigate risk for minors (e.g., criminal record changes, Respect in Sport)	WPS Board and WPS Staff	Continue	Continue	Continue

Priority 6

Monitoring



Goal: to ensure policies, procedures, and strategic plan is reviewed and progress monitored



Mission Focus: Administration
Objectives

- To conduct regular review of policies and operational procedures
- To report and monitor strategic plan implementation

Strategies, Action Items and Timeline

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
6.1. Maintain active review of policies, resources, and member perspectives	6.1.a. Periodically report on operational procedures, compliance to policies, and internal/external events that shape operations and compliance	Executive Director	Continue	Continue	Continue
	6.1.b. Review and revise bylaws, board policies, and organizational policies	WPS Board	Continue	Continue	Continue
	6.1.c. Conduct membership survey biennially	WPS Board	Organize	Implement	Organize
6.2. To adhere to Sask Sport’s mandate and monitoring activities	6.2.a. Ensure WPS adheres to Sask Sport’s mandate	WPS Board and Executive Director	Continue	Continue	Continue
	6.2.b. Report on WPS progress and activities according to Sask Sport’s monitoring activities	Executive Director	Continue	Continue	Continue
6.3. Report and monitor the strategic plan implementation	6.3.a. Conduct quarterly reports on strategic plan’s implementation	Executive Director	Continue	Continue	Continue
	6.3.b. Monitor and revise, where necessary the strategic plan	WPS Board	Continue	Continue	Continue
	6.3.c. Prepare and plan Strategic Planning process 2022 to 2025	WPS Board and Executive Director	n/a	n/a	Prepare

APPENDIX I: ANALYSIS OF MEMBERSHIP SURVEY

Introduction

For a non-profit organization, seeking input from the membership is an important function. A membership survey provides one avenue for this input. Water Polo Saskatchewan (WPS) administers its biennial membership (online) survey to glean a broad overview of members’ perspectives, including their satisfaction overall and with WPS services programs, their evaluation of its responsiveness to emergent issues, and their assessment of its strategic priorities. Responses from this year’s survey are important particularly because they will inform the 2019 to 2022 Strategic Planning session.

In December 2018, WPS sent a link for this survey to all e-mail addresses in the WPS database. The survey yielded a total of 80 responses with an 80% completion rate (i.e., 64 respondents completed every question in the survey) (Fig. 1). Approximately, this is an 11% decrease in respondents but a 12% increase in completion rate (i.e., less folks participated but more completed every question).

Interpretation of the results should be done with caution. Typically, respondents to online surveys tend participate to say something very positive or very negative, and hence, their responses are not representative largely of the entire membership. What separates this year’s results from previous years is the generally positive responses to many questions throughout the survey (e.g., in overall satisfaction, satisfaction with programs and initiatives, and in open-ended responses).

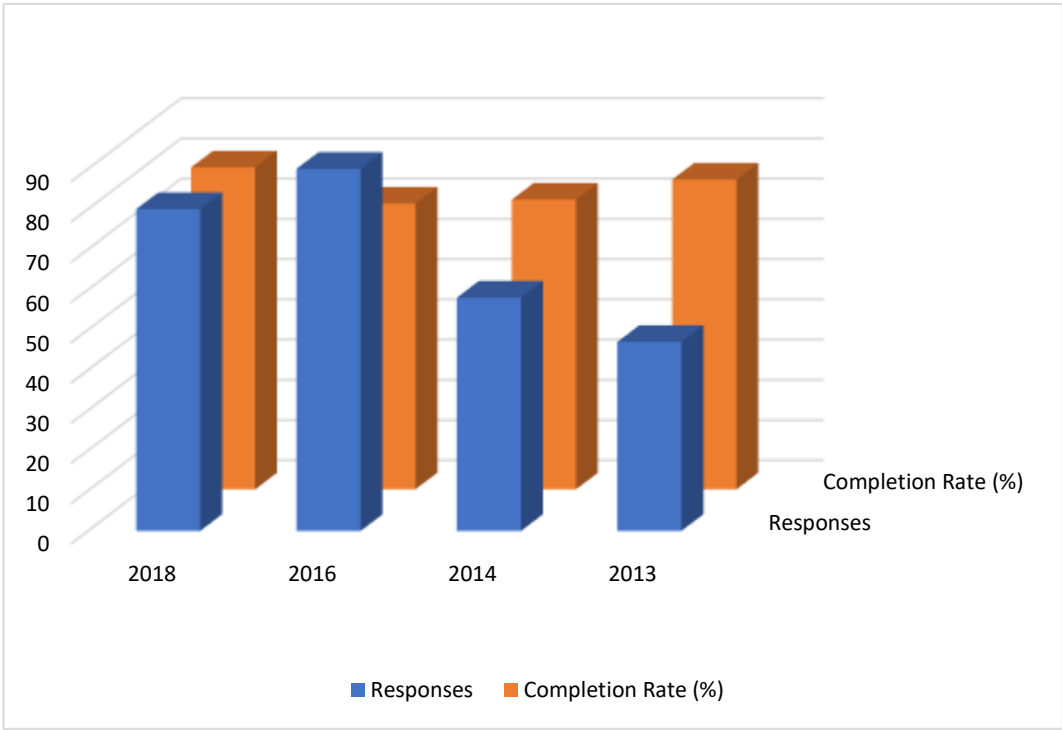


Fig.1: Number of Survey Respondents and Overall Completion Rate

Key Highlights and Recommendations

Key highlights are listed on this page along with recommendations for the organization and the strategic planning process:

- Overall, respondents were satisfied with WPS and its services
- WPS has maintained or improved responsiveness to emergent issues from previous membership surveys (i.e., very limited perception that responsiveness worsened for all issues)
- Respondents most frequently ranked 'membership growth' as the highest priority and 'stakeholder interactions' as the lowest priority from WPS Strategic Plan 2016 – 2019, although this varies slightly when responses were filtered by club. This ranking corresponds maps onto the 2016 Survey ranking.
- While respondents were pleased with the current list of priorities, some suggested that 'advocacy' and 'sport promotion' could be new priorities.
- Throughout all questions (closed- and open-ended), themes emerged both positive and negative
 - Respondents most frequently were positive about competitive services (e.g., Team Saskatchewan competitions, Development Centre, and Provincials) and their implementation (e.g., team success, travel to Weyburn and Estevan, level of coaching)
 - Some respondents were negative about 'sport promotion', 'membership growth', and 'communication'.
 - Improvements to 'sport promotion' and 'membership growth' were mentioned province-wide and commonly with respect to Saskatoon and Weyburn. In particular, several respondents highlighted urgency about developing Saskatoon.
 - In most cases, negative comments about 'communication' were less clear. For example, respondents indicated that WPS communication (i.e., specific to practices and events, and more generally, such as through administrative capacity) has improved, but open-ended responses contradict this perspective slightly. This could be due to the nature of the question but also to a lack of clarity by respondents on WPS or club services roles responsibilities.

Organizational recommendations:

- WPS should continue to emphasize the delivery of services in the competitive stream as the cornerstone of its operations and main source of satisfaction from members.
- WPS should identify frequent opportunities to provide clarity about its services, roles and responsibilities, and to highlight improvements to emergent issues with its membership to supplement its annual membership meetings (e.g., using social media, e-news, or annual debriefs with clubs).
- WPS should develop (or revise) a communications strategy with club leaders that clearly outlines organizational roles, responsibilities, and expectations with respect to various types of communication (e.g., flow of information between WPS and clubs, notices of practices and schedules, and timeliness of responses to membership concerns). The WPS Board could consider developing and disseminating a Communications Policy.

Recommendations for Strategic Planning Process 2019 to 2022:

- If the context permits, the WPS Board should keep its highest ranked priorities and critically evaluate its lowest ranked priorities and recommendations for new priorities with respect to how high priorities items are achieved.
- The WPS should focus its strategic planning efforts to determine the responsibility of WPS and scope of its mandate to address the emergent issues identified in the survey – sport promotion, membership growth—broadly and with respect to Saskatoon.

1.0. Who Participated?

We asked participants to identify their primary involvement with WPS and their ‘home’ club or affiliation (i.e., WPS – Unattached). The majority of respondents selected their primary involvement as parents (77%), the next highest was athletes (5%) or referees/coaches (5%), followed by WPS board member (4%) (Fig. 2). For club or affiliation, responses were a bit more distributed. The majority of respondents were involved with the Regina Water Polo Association (49%), next the Estevan Sharks (28%), followed by the Weyburn Hurricanes (9%), WPS – Unattached (7%), and the Saskatoon Pirates (6%). The distribution allowed for some filtering of responses by club which was helpful for targeting responses (see Section 1.4 Club Responses).

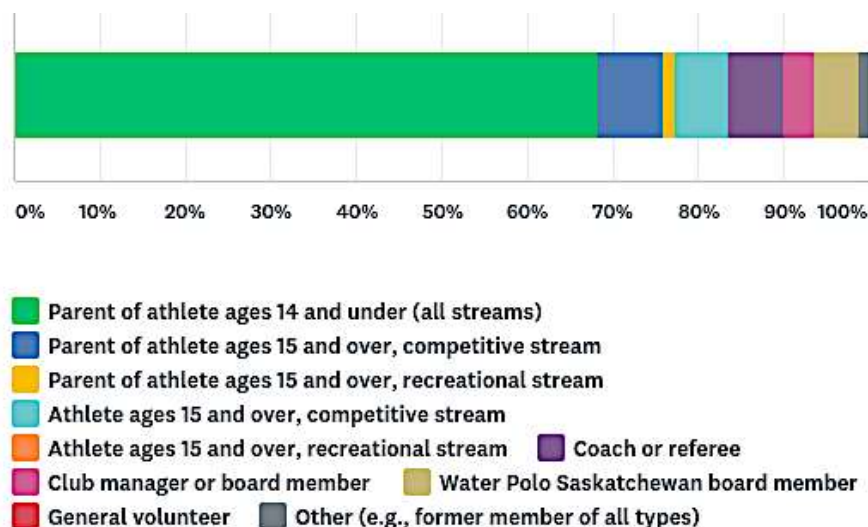


Figure 2: Survey Participation by Primary Involvement

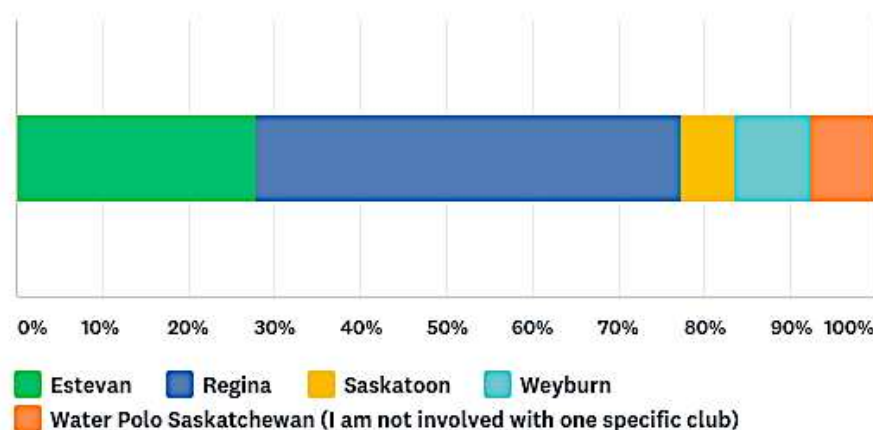


Figure 3: Survey Participation by Club/Affiliation

1.1. Are Respondents Satisfied with WPS and its Service?

We asked whether members were satisfied with Water Polo Saskatchewan overall and with its core services in two ways. First, we used ‘closed-ended’ questions (i.e., respondents selecting from very satisfied, satisfied, dissatisfied, and very dissatisfied). Second, we used in ‘open-ended’ questions (i.e., add a written response in a comment box). For the closed-ended questions, we did not allow for neutral responses (i.e., neither satisfied nor dissatisfied) in order to ‘force’ a distribution between positive and negative responses (i.e., neutral responses are hard to plan with). The open-ended questions, allowed more nuanced responses (i.e., “I am satisfied overall, but...”).

All respondents indicated they were either satisfied (51%) or very satisfied (49%) overall with Water Polo Saskatchewan. This is a slight departure from previous surveys in which a small number of responses to close ended responses (average 8% to 10% of total responses). Open-ended responses (n=12) indicated some contention over various forms of communication (e.g., schedules for players and minor officials, justifications for team selections at various events such as PL events and Provincials, and clarity of roles and responsibilities between clubs and WPS). Positive responses related to perceived improvements in the competitive stream (e.g., services and coaching).

Very few respondents, if any, chose dissatisfied or very dissatisfied with respect to WPS core services (Fig.4). The exception to this was ‘Sport Promotion’ in which 21% selected dissatisfied. Overall, however, many of the services were rated as ‘not applicable’ to the respondents. Open-ended responses (n=12) suggested some specific areas of dissatisfaction related to ‘Sport Promotion’ (e.g., overall and in Saskatoon) and the delivery of ‘Provincial Leagues’ (i.e., communication) (Table 1). Some respondents left generally positive comments about the services in the competitive stream.

Table 1: Some Open-Ended Comments that Represent Negative/Positive Satisfaction

Core Service	Example Comments
Sport Promotion	<p>“...Saskatoon needs to advertise to their speed swimmers or something. Regina has grown this year. Why hasn’t Saskatoon?”</p> <p>“WPS should have an advertising budget to promote the sport at the club level...”</p>
Provincial Leagues	<p>“I am VERY unsatisfied with the communication of schedules and rosters [for Provincial Competitions] but I am unsure if this is due to our coach/club not sharing with parents or is it WPS? Either way it is a breakdown and reflects poorly on the organization as a whole.”</p>
General Positive Comments	<p>“DC Program is a Fantastic opportunity for players/ swimmers to improve their skills! They have access to Experienced Coaches... Thank you so much for your work!!!”</p>

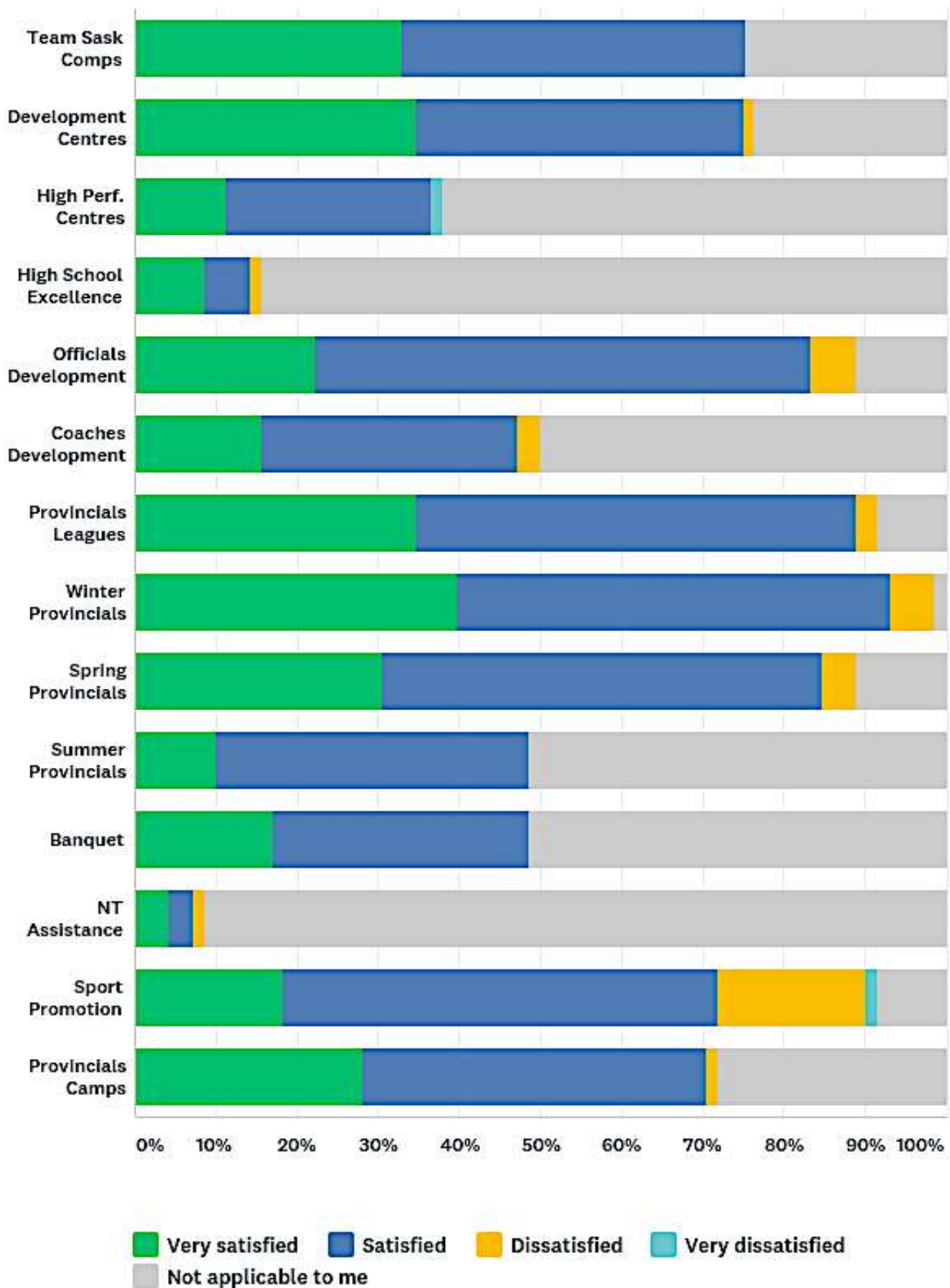


Figure 4: Satisfaction by WPS Core Service

1.2. Responsiveness to Emergent Issues by Indicated in Previous Surveys

One of Water Polo Saskatchewan's core values is responsiveness. Each survey year, WPS uses the survey to identify emergent issues or areas for improvement. In the following survey year, WPS asks whether it has responded to those issues. From time to time, then, the list issues evolves as issues are addressed or require more specific targeting (see Table 2).

Table 2: Emergent Issues Asked in Surveys (2013 to 2018)

Issue (Asked = X)	2013	2014	2016	2018
Online payment	X	X	X	
More teams	X	X	X	X
Athlete recruitment	X	X	X	(as 'membership growth')
Cost of trips	X	X	X	
Improved coaching	X	X	X	
Communication	X	X	X	X
				(split into specific and general communication)
Playing time	X			
Opportunities to play			X	X
				(split by age category)
Athlete selection for Team Sask				X

Overall, respondents more frequently selected positively (i.e., has improved) or neutrally (i.e., about the same) to WPS responsiveness on emergent issues (Fig. 5). Respondents rated 'communication of practices and events' most frequently as 'improved' (63%), followed by 'general administrative communication' (56%), 'playing opportunities for 15 and under' (54%), and 'membership growth' (53%). More than half of respondents indicated that 'playing opportunities for 16 and over' (67%) and 'Team Sask athlete selection' (60%) stayed about the same. A very low frequency of responses indicated that any emergent issues had gotten worse. For example, one or two respondents selected negatively for five of the issues. No respondents selected negatively for general administrative communication.

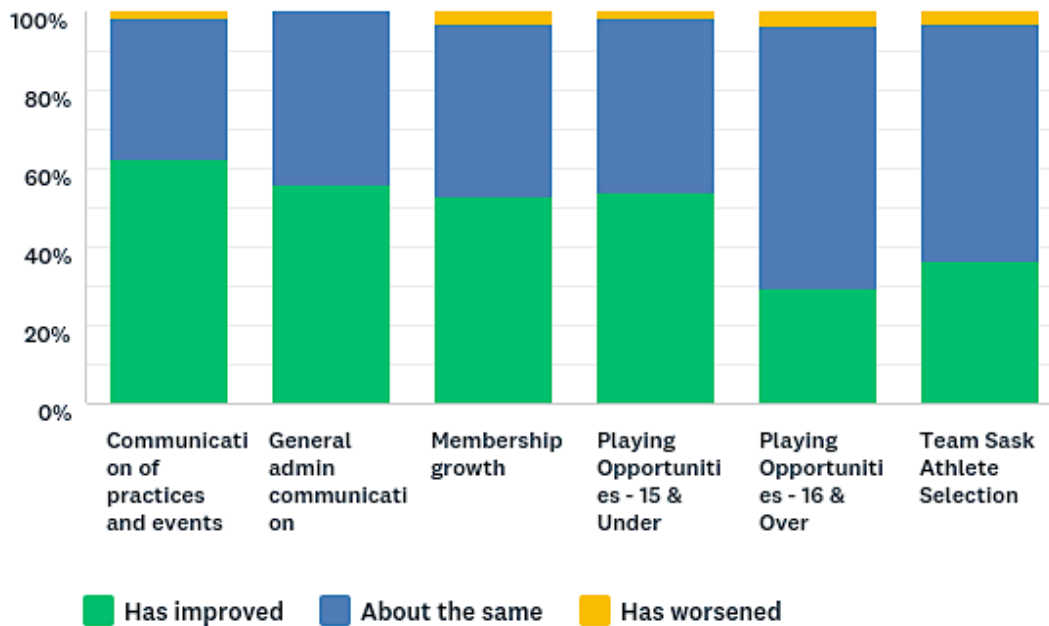


Figure 5: WPS Responsive to Emergent Issues

1.3. Strategic Priorities for WPS

We asked respondents to rank Water Polo Saskatchewan's six priorities from its 2013 – 2016 Strategic plan from most important (1) to least important (6):

- Human resources - to ensure staff and funds are linked to the mission and priorities
- Stakeholder interactions - to maintain interconnections and relationships
- Membership growth - to support water polo programs that will increase the level and quality of active participation in Saskatchewan
- Competitive stream - to ensure athletes in the competitive stream are adhering to the Long-Term Athlete Development recommendations
- Monitoring and evaluation - to align monitoring and evaluation to the mission of Water Polo Saskatchewan
- Communication - to increase communication with members and external stakeholders

On average, respondents indicated the following order of priorities (by weighted average) which generally correspond to the ranking of priorities in the 2016 Survey:

1. Membership Growth
2. Competitive Stream (tied with 'Communication')
3. Communication (tied with 'Competitive Stream')
4. Human Resources
5. Monitoring and Evaluation
6. Stakeholder Interactions

Overwhelmingly, respondents indicated that 'Membership Growth' was the top priority, followed by 'Competitive Stream' and 'Communication'. The lowest priority was 'Stakeholder Interactions' (see Fig. 6).

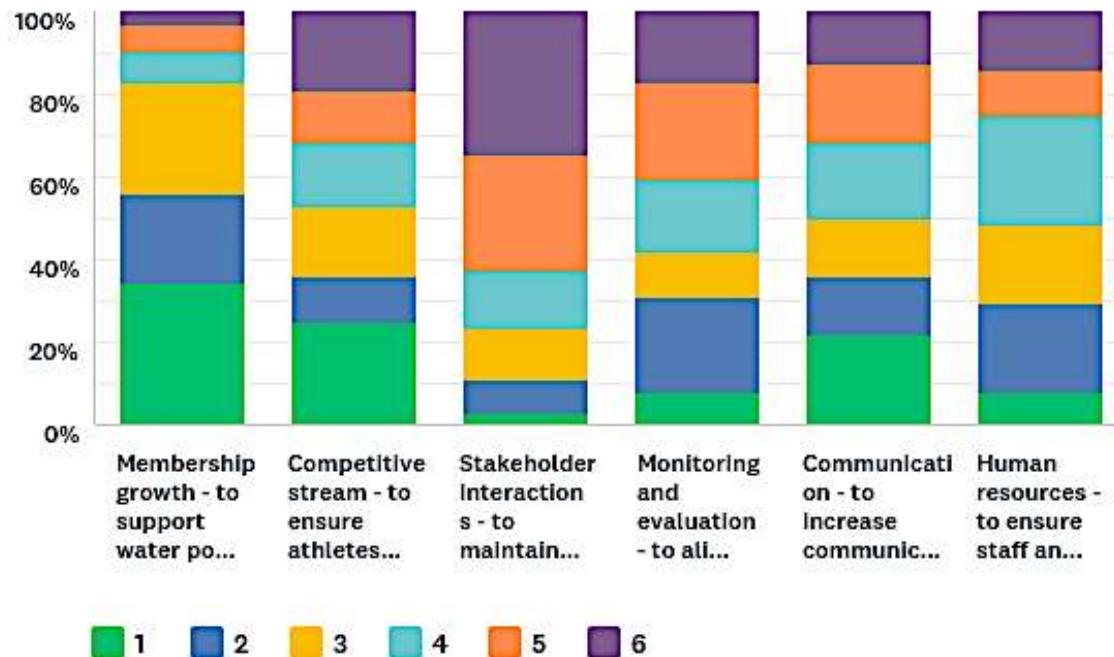


Figure 6: Ranked Strategic Planning Priorities, Survey 2018

Next, WPS asked which strategic planning priorities are most important each club. A preliminary analysis revealed a limited number of respondents willing to comment across clubs (i.e., respondents likely skipped the question due to an unfamiliarity with the situations in other clubs). Last, WPS asked respondents to identify new priorities for the upcoming strategic planning session (Table 3). Many respondents reiterated or contextualized priorities from the current planning cycle, but some recommended new ones, such as 'Advocacy' and 'Sport promotion'.

Table 3: Qualitative Evaluation of WPS Strategies

Current Priorities	Specific Themes
Membership Growth	General membership growth More cities, more clubs Targeting Saskatoon (x 2) Recreational stream
Competitive Stream	Early identification of athletes for competitive coaching Coaching Referee training
Stakeholder Interactions	Transparency
Monitoring/Evaluation	Of coaches Of injuries and safety
Communication	General communication (x8) (jurisdiction unclear) Of schedules (timeliness) Of schedules (clarity for new families) (x2)
Human Resources	Administration (WPS and Club)
Recommended Priorities	Specific Themes
Fundraising/Costs	Fundraising to offset specific programs Fundraising diversity (x2)
Advocacy	New pool x 5
Sport Promotion	Generally (x3) Saskatoon (x2)

1.4. Targeted Responses Per Club

Table 4 includes satisfaction levels per club (excluding WPS affiliation), open-ended comments about club satisfaction, and ranking of WPS priorities per club. Again, interpretation within a club and across clubs should be approached with caution, as the not all survey participants completed each question and the distribution of survey respondents varies across clubs considerably. Results revealed some club-specific themes (i.e., perceptions that there is satisfactory sport promotion in Estevan but dissatisfactory sport promotion in Saskatoon) and cross-cutting themes (i.e., perceived dissatisfactory communication in Weyburn and Regina).

Table 4: By Club Responses – Satisfaction with Club (Closed- and Open-Ended Responses) and By Club Priority Ranking

Club	Survey (#)	Satisfaction w/ Club	Satisfaction – Some Key Themes (Positive and Negative)	Priorities – Club only (Highest and Lowest)
Estevan	22	Satisfied (18, 85%) Dissatisfied (3, 15%)	Great promotion (+) Internal conflicts (-)	Membership Growth (↑) Stakeholder Interactions (↓)
Regina	39	Satisfied (33, 95%) Dissatisfied (3, 5%)	Coaching (+) Competitiveness in programs (+) Communication (-) Team selection/ Rosters (-)	Competitive Stream (↑) Stakeholder Interactions (↓)
Saskatoon	5	Satisfied (4, 100%) Dissatisfied	Sport promotion/ membership (-)	Membership Growth (↑) Stakeholder Interactions (↓)
Weyburn	7	Satisfied (4, 57%) Dissatisfied (3, 43%)	Equipment (+) Communication (-)	Communication (↑) Competitive Stream (↓)



APPENDIX 2: REPORTING AND MONITORING WORKBOOK

PRIORITY 1: COMPETITIVE EXCELLENCE

Goal: to continue to follow and exceed Long-Term Athlete Development (LTAD) recommendations for training and competition in the competitive stream

Objectives

- All competitive athletes are achieving at least 80% of the recommendations from Water Polo Canada and LTAD regarding training and competition
- We are introducing athletes to the competitive stream or competitive-like training and competitions at increasingly younger ages

Mission Focus: Excellence

Not done yet

In process

Succeed

Failed

Never Done

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
1.1 Competing at the highest levels of the game within the province, nationally, and internationally	1.1.a. Structure and deliver a competition program that maximises LTAD recommendations	WPS Staff			
	1.1.b. Identify and develop opportunities in which athletes, coaches, and referees can excel	WPS Staff			
	1.1.c. Continue to assist athletes financially who are entering the excellence stream, such as those selected for age-group and senior national teams	WPS Staff and WPS Board			

1.2. Training to compete at the highest levels of the game	1.2.a. Ensure all programs with the LTAD model (e.g., Development Centre, High Performance Centre, the High School Excellence program, and provincial camps)	WPS Staff			
	1.2.b. Develop opportunities for athletes to access and stay in competitive stream at younger ages (e.g., 14 and under)	WPS staff (e.g., facilitate) and clubs (e.g., knowledge sharing and implementation)			
1.3. Developing and increasing infrastructure to support competitive excellence	1.3.a. Continue to develop coaches for competitive excellence through that is formal (i.e., clinics) and informal (i.e., feedback during training and competitions)	WPS Staff (e.g., deliver) and Clubs (e.g., recruit)			
	1.3.b. Continue to develop officials for competitive excellence through that is formal (i.e., clinics) and informal (i.e., feedback during training and competitions)	WPS Staff (e.g., deliver) and Clubs (e.g., recruit)			
	1.3.c. Identify opportunities for clubs to support entry to competitive stream at early ages	WPS Staff			
	1.3.d. Develop strategy for sharing practices, drills, and videos of skills among contract and volunteer coaches	WPS Staff (e.g., deliver) and Clubs (e.g., implement and share)			
	1.3.e. Continue to recognize participants (i.e., athletes, coaches and referees) that promote competitive excellence in the province	WPS Staff			

PRIORITY 2: MEMBERSHIP GROWTH

Goal: to increase new membership (i.e., recruitment) and retain current membership (i.e., retention)

Objective

- To recruit and retain athlete membership in each club with innovative and context-dependant approaches

Mission Focus: Participation

Not done yet

In process

Succeed

Failed

Never Done

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
2.1. Increase number of registered athletes	2.1.a. Maintain and update, where necessary, the Seal Program and its wide-spread use in Saskatchewan				
	2.1.b. Identify opportunities to support participation of First Nation and Métis athletes	WPS Staff			
	2.1.c. Offer water polo programming broadly through summer camps	WPS Staff			
	2.1.d. Create and facilitate executive committee for sport promotion and marketing populated to share recruitment strategies and allocate funding	WPS Staff (facilitate), Board (participate), and Clubs (lead and decide)			
	2.2.a. Maintain WPS services such as PL events and Provincials	WPS Staff			

2.2. Increase retention of current athletes	2.2.b. Identify opportunities for younger athletes to enter and enjoy PL events and provincials (e.g., minis and younger)	WPS Staff			
PRIORITY 3: HUMAN RESOURCES Goal: to maintain human resource allocations that foster long-term, province-wide success Objectives <ul style="list-style-type: none"> To maintain continual contract human resource levels for long-term competitive excellence and membership growth To develop and support retention of club coaches and volunteers Mission Focus: Capacity <div> <div>Not done yet</div> <div>In process</div> <div>Succeed</div> <div>Failed</div> <div>Never Done</div> </div>					
Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
3.1. Maintain coaching and programming service levels with clubs	3.1.a. Maintain coaching and programming (e.g., seal program) in service level agreements in Regina and Saskatoon	WPS Staff			
	3.1.b. Continue to send WPS staff to coach in Weyburn and Estevan	WPS Staff			
3.2. Long-term sustainability of contract human resources	3.2.a. Periodically review human resource policies and procedures in relation to internal events and external trends	WPS Board (review) and WPS Staff (reporting)			
	3.2.b. Periodically conduct scans of external trends in compensation, risk management,	WPS Board			

	and professional development opportunities				
	3.2.c. Develop a succession planning policy	WPS Board			
	3.2.d. Develop emergency and intermediate succession plans for Executive Director and Provincial Coaching positions that ensure continuity of coaching and program services as well as administration	WPS Board			
	3.2.e. Ensure all staff have clearly defined job descriptions (i.e., for succession planning)	WPS Board (review) and WPS Staff (reporting)			
3.3. Long-term development and retention of community coaches and volunteers	3.3.a. Continue to develop community coaches in all centers through formal (e.g., the Community Coach) and informal training	WPS Staff			
	3.3.b. Continue to develop community referees in all centers through formal (e.g., the Regional Referee) and informal training	WPS Staff			
	3.3.c. Continue to recognize participants (i.e., volunteers, coaches and referees) that promote membership growth in the province	WPS Staff			
	3.3.d. Engage membership in winter and summer social events to increase	WPS			

	connectivity and provide recognition opportunities				
<p>PRIORITY 4: STAKEHOLDER INTERACTIONS</p> <p>Goal: to have relationships and interactions with stakeholders that advance WPS's priorities</p> <p>Objectives</p> <ul style="list-style-type: none"> To develop, prioritize, and advocate for stakeholder relationships that support competitive excellence and membership growth To continue to develop clear communication streams with stakeholders that address and shape the evolving demands from stakeholders <p>Mission Foci: Capacity & Administration</p> <p> Not done yet In process Succeed Failed Never Done </p>					
Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
4.1. Develop and prioritize stakeholder relationships	4.1.a. Maintain knowledge-gathering and responsiveness activities (e.g., membership meetings, biennial surveys)	WPS Staff and WPS Board			
	4.1.b. Continue to prioritize relationships with stakeholders who support competitive excellence (e.g., Level 10 Fitness, Martin Collegiate)	WPS Staff			

	4.1.c. Develop relationships with stakeholders to support membership growth (e.g., summer swimming clubs)	WPS Staff and Clubs			
4.2. Advocacy in stakeholder interactions	4.1.a. Participate in advocacy efforts for new facilities	WPS Staff, WPS Board, and Clubs			
	4.1.b. Continue to advocate for competitive excellence strategies (e.g., effective delivery of WPC services, reduced costs for age-group national team athletes)	WPS Staff and WPS Board			
4.3. Establish clear and adaptive communication streams	4.1.a. Periodically identify stakeholder expectations for communications (e.g., through membership meetings)	WPS Staff and WPS Board			
	4.2.b. Identify novel ways to address stakeholder expectations about communications (i.e., digital communication through different modes)	WPS Staff			
	4.1.b. Disseminate strategy for communication (i.e., roles, responsibilities and timelines) in ways that are accessible to new membership	WPS Staff			
	2.2.c. Continue to provide up-to-date yearly calendar	WPS Staff			

PRIORITY 5: EVALUATION

Goal: to ensure coaches, staff, and volunteers advance WPS' strategic priorities and adhere to its vision, mission and values

Objectives

- To ensure evaluation of coaches and staff are regular, timely, and oriented toward WPS's vision, mission, and values
- To evaluate and mitigate risk related to all participants who interact directly with minors

Mission Focus: Administration

Not done yet

In process

Succeed

Failed

Never Done

Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
5.1. Periodically evaluate full-time staff	5.1.a. Conduct formal evaluation of Executive Director and Head Provincial Coach	WPS Board			
	5.1.b. Conduct formal evaluation of other full-time and part-time staff	Executive Director			
5.2. Periodically conduct informal evaluations of club coaches and referees, where requested.	5.1.a. Identify and address demands for informal evaluation of community coaches	WPS Staff			
	5.2.b. Identify and address demands for informal evaluation of referees supporting participation	WPS Staff			

5.3. Evaluate and mitigate risk for minors in the care of adult participants	5.3.a. Ensure all adult participants have met certification and approval requirements for caring for minors	WPS Board and WPS Staff			
	5.3.b. Annually assess risk and opportunities to further mitigate risk for minors (e.g., criminal record changes, Respect in Sport)	WPS Board and WPS Staff			
PRIORITY 6: MONITORING Goal: to ensure policies, procedures, and strategic plan is reviewed and progress monitored Objectives <ul style="list-style-type: none"> To conduct regular review of policies and operational procedures To report and monitor strategic plan implementation Mission Focus: Administration <div> <div>Not done yet</div> <div>In process</div> <div>Succeed</div> <div>Failed</div> <div>Never Done</div> </div>					
Strategies	Actions	Responsibility	2019-2020	2020-2021	2021-2022
6.1. Maintain active review of policies, resources, and member perspectives	6.1.a. Periodically report on operational procedures, compliance to policies, and internal/external events that shape operations and compliance	Executive Director			
	6.1.b. Review and revise bylaws, board policies, and organizational policies	WPS Board			

	6.1.c. Conduct membership survey biennially	WPS Board			
6.2. To adhere to Sask Sport's mandate and monitoring activities	6.2.a. Ensure WPS adheres to Sask Sport's mandate	WPS Board and Executive Director			
	6.2.b. Report on WPS progress and activities according to Sask Sport's monitoring activities	Executive Director			
6.3. Report and monitor the strategic plan implementation	6.3.a. Conduct quarterly reports on strategic plan's implementation	Executive Director			
	6.3.b. Monitor and revise, where necessary the strategic plan	WPS Board			
	6.3.c. Prepare and plan Strategic Planning process 2022 to 2025	WPS Board and Executive Director			

Sport Promotion and Marketing Executive Committee

TERMS OF REFERENCE

MM/DD/YYYY

Mandate

To share strategies for sport promotion and marketing (i.e., recruitment) at the club level and make recommendations to Executive Director on how Water Polo Saskatchewan (“WPS”) allocates funds for initiatives that support WPS Priority 2: Membership Growth.

Scope

The Sport Promotion and Marketing Executive Committee (“Executive Committee”) is responsible for advising the allocation of funds to new initiatives that reflect sport promotion and marketing in clubs. The Executive Committee serves at the pleasure of the Executive Director (“ED”). The ED notifies the Executive Committee of its total budget for allocations and can terminate the activities of the Executive Committee.

Membership

The Executive Committee is comprised of five voting delegates from the clubs and WPS Staff, and one ex officio (non-voting) delegate. Each body (i.e., each club, WPS Staff, and WPS Board) will nominate their delegate and one proxy according to the timeline (see Meetings)

Voting Club Delegates

- Representative from Estevan Sharks
- Representative from Regina Armada
- Representative from Weyburn Hurricanes
- Representative from Saskatoon Pirates
- Representative from WPS Staff (voting for tie-breaker only)

Ex officio (non-voting) Delegate

- Member of the WPS Board (excluding the Executive Director)

Other Executive Committee members may be included at the discretion of the Executive Director. Voting rights can only be attributed to delegates from new clubs. The Executive Committee is not a legal entity and does not have legal, contractual, or fiduciary responsibilities for Water Polo Saskatchewan, its services and the information associated with, although Executive Committee members may be requested to enter confidential sessions, from time to time.

Chair

The Executive Committee shall be chaired by the delegate for the WPS Board. This delegate will remain chair at the discretion of the ED.

Meetings

Meetings will be held (in person is desirable) three times during each fiscal year (e.g., Winter, Spring, and Summer). Recommendations must be made before the end of the fiscal year for implementation of initiatives in Fall of the following fiscal year.

Quorum

All delegates or proxies must be present to constitute quorum.

Responsibilities

Specific responsibilities include but are not limited to:

ED

- Setting up and funding three meetings (e.g., of the Executive Committee annually (fiscal year)
- Ensuring Executive Committee is aware of total available budget for initiative allocation in advance of first meeting
- Providing support to delegates where necessary
- Approving and allocating funds to initiatives
- Conducting appraisal of the Executive Committee and renewing its mandate

WPS Staff Delegate

- Providing support to other delegates where necessary
- Voting on allocation decisions only when necessary (i.e., tiebreaking)
- Taking minutes and ensuring minutes are provided to ED within timeframe determined by the ED
- Reporting progress to ED that includes minutes and key recommendations

WPS Board Delegate

- Chairing meetings according to WPS' Vision, Mission, and Values, and Strategic Priority 2
- To provide advice to other delegates during meetings relating but not limited to WPS policies, procedures and strategic plan

Club Delegates

- Conduct appraisal of sport promotion and marketing strategies that support Strategic Priority 2 (Winter)
- Propose new initiatives that have been approved at the club level and receive initial feedback (Spring)
 - In a format suited to the delegate, proposals must describe the purpose, scope, budget, use of resources (human and financial), and anticipated outcomes
- Make recommendations for budget allocation to sport promotion and marketing that appear to be the most viable and effective in generating membership growth (Summer)
- Submit original receipts for initiatives for reimbursement for initiative costs from WPS

Recommendations and Decision-Making

Recommended initiatives to the ED will be made by simple majority among voting delegates

- It is desirable that recommendations are acceptable to all voting delegates; therefore, the process should strive for consensus.
- If consensus cannot be reached, a simple majority will suffice; in the event of a tie, the WPS staff delegate will break the tie