



STRATEGIC PLAN

2016-2021





ALL IN

for a
STRONGER
&
**MORE
SUCCESSFUL
WATER POLO
SYSTEM IN
CANADA**



PREAMBLE

In 2015, Water Polo Canada (WPC) decided to undertake a strategic planning process to refine and develop its strategic vision and plan for the sport of Water Polo in Canada. To achieve this goal, WPC mandated LBB Strategies, an international sports consultancy firm based in Montreal, Canada, and in Annecy (France), to lead this project (www.lbbstrategies.com). WPC worked with its members and stakeholders to develop a national plan for the growth of water polo in Canada.

It is important to understand that this is a strategic rather than an operational or action plan. A strategic plan provides an inspiring vision, clear missions, strong fundamental values and identifies the key strategic priorities, success indicators and impactful strategies. It does not provide the specific actions, timelines and assignments of responsibilities. Each stakeholder shall develop or align their own strategic and action plans to deliver on the national strategic plan. Best governance practices suggest that strategic plans are driven and approved by Boards while action or operational plans are driven by senior management. Key partners involved in water polo will have to play an important role in order to drive this plan forward. This plan will allow key stakeholders to clearly understand their roles and responsibilities and offer multiple opportunities of alignment and partnerships.

This plan covers the period of 2016- 2021 but also includes a longer vision that goes beyond 2021. We believe that a particular focus is required in order to drive immediate change and growth for the next 5 years but that the plan should also look at the long term aims and goals, especially around Olympic Games.

PREAMBLE

AN INCLUSIVE PROCESS

To develop a robust, realistic and inspiring plan, the process was divided in 3 phases.

PHASE 1 Following an initial comprehensive consultation and members' surveys conducted since January 2014, WPC decided to strike a Strategic Planning Committee (SPC) composed of WPC and PSO's nominated individuals. The role of the SPC was to provide guidance and advice to LBB and to ensure meaningfulness of the plan for water polo in Canada. We analyzed the current situation of WPC and water polo in Canada in order to identify current and future challenges and issues. We conducted individual interviews with WP key actors and launched a national online survey. The original members of the SPC were Paul Fritz-Németh, Arianne Clavet-Gaumont, Pascale Beaudoin, Dayna Christmas, Christopher Baradoy, Robert Fraser, Zoltan Csepregi Angelos Kotzambasis, Joséé Lanouette, Martin Goulet and Benoit Girardin (as project leader at LBB Strategies).

PHASE 2 The SPC met on a regular basis to discuss the initial drafts of the strategic plan. We then gathered inputs from the community in order to finalize the plan.

PHASE 3 WPC and PSOs adopt Water Polo in Canada national strategic plan.

ACKNOWLEDGMENTS

The SPC wishes to thank all Executive Directors and Presidents of PSOs, WP Clubs, WP Coaches and Officials, Athletes, WPC Board and Staff, Sport Canada, Own The Podium for their commitment to this process and valuable vision and inputs.

DEFINITIONS

Some of the terms used in this plan are defined as follow:

VISION A vision is an expression of the dream, the ideal state of where we are heading. A vision statement is purpose-driven, audacious, forward-looking, and inspires people to pursue the ultimate ideal.

MISSION A mission represents what an organization does to achieve its vision. Multiple organizations or individuals can share a vision. The mission will prioritize what the organization will do to contribute to the attainment of the vision. In the literature, mission also reflects the organizational purpose.

FUNDAMENTAL VALUES The organizational values that are reflective of the culture and beliefs of the organization. They define the organization's culture and DNA and set the framework for any decisions or actions made by it. It drives people/organizations' performance and behaviours.

STRATEGIC GOALS The strategic goals are the main things the organization wishes to achieve, as part of the long-term vision, in the next 3 to 5 years.

KEY SUCCESS INDICATORS OR KSI The KSI represent metrics and other quantifiable and quantifiable measures used to monitor and evaluate progress and success towards achieving the strategic goals and, ultimately, the vision.

STRATEGIES The strategies are choices we make and actions we take in order to attain the KSIs. From those key strategies are typically derived the micro-level related action or operational plans.

Action or operational plans: The action plan provides details and steps for the implementation of a strategy. It provides the "what, how, when, by whom" and identifies the resources necessary to deploy a particular strategy and ultimately achieve the KSI. This strategic plan is not an action or operational plan.





Water Polo in Canada **OUR SPORT AND WHO WE ARE**

The oldest team sport in the Olympics, water polo has been played informally in the scenic rivers and lakes of Canada long before we adopted the rules and modern arenas we know today. Since then, it has been winning over fans and participants with its exciting, intense display of stamina, strategy and heart.

In parts of the world, these arenas resonate with the fervours of thousands of fans cheering for their favourite teams. In Canada, water polo is brought to life by players of all ages competing and having fun in pools and bodies of water big and small. From the first hesitant strokes and throws of a child, to the fun of their first game, and, maybe to the highest steps of the podium in front of the eyes of the world, unforgettable moments are created and enduring relationships are forged.

Water Polo Canada is a gathering of competent and passionate volunteers, staff members, coaches and referees. The sport can count on the support of dynamic clubs and provincial sport organizations, under the umbrella of the national federation, Water Polo Canada. All aim to propel our athletes and share the joys and benefits of their sport with many more Canadians, guided by their common love for the sport and our fundamental values.

OUR VISION OF SUCCESS



We constantly strive to be leaders in High Performance, Growth of Water Polo and Organizational Excellence.

OUR MISSION TO WIN



We create and offer a sport system that allows our people to achieve their goals and dreams.

To drive this mission and advance water polo in Canada, we:

Lead with passion and professionalism

Govern in a transparent and ethical manner

Grow participation, retention and enthusiasm

Strengthen our programs, services and people

OUR FUNDAMENTAL VALUES



INTEGRITY & RESPECT

We are committed and accountable to our sport and to our members. We are committed to the promotion of ethical values (honesty, equity and fair-play). We respect our players, coaches, technical officials, volunteers and leaders. We accept the diversity and the uniqueness of everyone but we share the same vision and values.

TEAM WORK & SOLIDARITY

We, the WP community, work as a team towards the same vision. We capitalize on individual expertise as well as the team effort to deliver world-class programs, activities and competitions. We form a unified group of people dedicated to the development and the growth of water polo in Canada.

LEADERSHIP & ACCOUNTABILITY

We govern and lead the sport with passion. We are bold, but humble in setting our goals. We support our members in delivering accessible and best possible value-added services and programs to WP athletes, coaches, officials and volunteers. We are responsible and accountable for our success.

EXCELLENCE & PROFESSIONALISM

We lead and deliver world-class programs and competitions with innovation and effectiveness. We lead by example. We set standards and norms of excellence and we follow them with focus and energy.



STRENGTHEN
our
ORGANIZATIONS



GROW
PARTICIPATION
in
WATER POLO



REACH
INTERNATIONAL
EXCELLENCE



BY 2021, ALL WP ORGANIZATIONS HAVE SIGNIFICANTLY IMPROVED AND STRENGTHENED THEIR ORGANIZATIONAL AND FINANCIAL SITUATION & CAPACITY.

GOAL 1

KEY SUCCESS INDICATORS by 2021
HOW WILL WE KNOW IF WE HAVE ACHIEVED THIS GOAL?

1.1 FINANCIAL CAPACITY¹

KSI 1.1 WP organizations will have accumulated a financial reserve to sustain their operations and have yearly balanced financial statements.

1.2 HUMAN CAPITAL²

KSI 1.2 Our volunteers and professional staff stay longer in WP and develop better skills and competencies.

KSI 1.3 WP organizations will have attracted and retained new qualified employees and volunteers.

KSI 1.4 WP organizations will be recognized in the Canadian sport system for the quality of their working environments.

1.3 IMPROVED ORGANIZATION AND ALIGNMENT

KSI 1.5 WP organizations will have developed and adopted best governance, operational and business practices.

KSI 1.6 WP organizations will partner and collaborate on relevant WP projects.

KSI 1.7 WP organizations will have adopted a business culture to better promote our brands and sport.

¹ Financial capability is the combination of attitude, knowledge, skills, and self-efficacy needed to make and exercise money management decisions that best fit the circumstances of one's life, within an enabling environment that includes, but is not limited to, access to appropriate financial services.

² Human Capital: the skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organization or country.

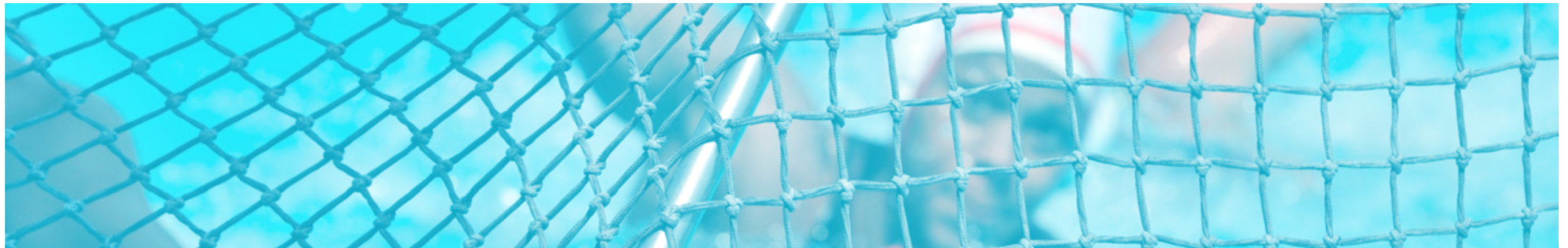
GOAL 1 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
1.1 FINANCIAL CAPACITY				
<p>KSI 1.1.1 WP organizations will have accumulated a financial reserve to sustain their operations and have yearly balanced financial statements.</p>	<p>S1.1.1 a) WP organizations to adopt best standardized budgetary and financial management practices that include financial contingencies.</p> <p>S1.1.1 b) WP organizations to share best practices around financial management and adopt common practices and tools.</p> <p>S1.1.1 c) WP organizations to optimize and increase their public, institutional, philanthropic and business-related revenues and value-added partnerships in kind.</p> <p>S1.1.1 d) WP to align in order to maximise revenue generation and cost savings opportunities.</p>	<p>Adapt budget with this plan</p> <p>Comply with public partners' requirements and rules</p> <p>Develop tools for PSOs and Clubs and share best practices</p> <p>Evaluate and monitor financial performance of WP sport system</p>	<p>Adapt budget with this plan</p> <p>Comply with public partners' requirements and rules</p> <p>Develop and share best customized tools and standardized financial management practices for clubs</p>	<p>Follow financial guidelines and requirements, implement best practices and use tools</p> <p>Provide financial information to PSO and WPC</p>



GOAL 1 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
1.2 HUMAN CAPITAL				
<p>KSI 1.2.1 Our volunteers and professional staff stay longer in WP and develop better skills and competencies.</p>	<p>S1.2.1 a) WP organizations to perform a HR assessment and develop a HR plan including volunteer and professional staff succession planning.</p> <p>S1.2.1 b) WP organizations will have attracted and retained new qualified employees and volunteers</p>	<p>Provide or develop an HR assessment methodology and tools for WPC/PSO and clubs</p> <p>Develop and deploy strategies to recruit qualified employees and volunteers</p> <p>Ensure volunteers are, when applicable, aligned with HR plans and policies</p>	<p>Use, customize and share WPC HR assessment methodology and tools for PSO and Clubs</p> <p>Develop and deploy strategies to recruit qualified employees and volunteers</p> <p>Ensure volunteers are, when applicable, aligned with HR plans and policies</p>	<p>Use HR assessment methodology and tools</p> <p>Ensure volunteers are, when applicable, aligned with HR plans and policies</p>
<p>KSI 1.2.2 WP organizations will be recognized in the Canadian sport system for the quality of their working environments.</p>	<p>S1.2.2 a) WP organizations to adopt, develop and share best HR practices and policies to ensure optimal happiness and performance at work.</p> <p>S1.2.2 b) WP organizations to maximize training and development opportunities from the Canadian and foreign sport systems and other relevant industries.</p>	<p>Facilitate the development of HR plans, best practices and related tools for PSO and Clubs</p> <p>Provide professional development opportunities for WPC members, employees and volunteers.</p> <p>Participate in PD activities</p>	<p>Facilitate the development of HR plans, best practices and related tools for PSO and Clubs</p> <p>Provide professional development opportunities PSO members, employees, volunteers, clubs and individuals</p> <p>Participate in PD activities</p>	<p>Share HR club best and effective practices</p> <p>Provide professional development opportunities for club's members, volunteers and staff</p> <p>Participate in PD activities</p>



GOAL 1 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
1.3 IMPROVED ORGANIZATIONS AND ALIGNMENT				
<p>KSI 1.3.1 WP organizations will have developed and adopted best governance, operational and business practices.</p>	<p>S1.3.1 a) WP organizations to perform an evaluation of their organization.</p> <p>S1.3.1 b) WP organizations to share, develop, adopt and, when applicable, align organizational practices & policies.</p> <p>S1.3.1 c) WP organizations to maximize strategic partnership opportunities within the Canadian and other sport systems and other industries.</p> <p>S1.3.1 d) WP organizations to develop a knowledge-based culture so that best sport and organizational practices and knowledge are well communicated, shared and transferred.</p>	<p>Provide information and intelligence on best organizational practices and tools</p> <p>Work with PSO to develop a web based organizational enhancement resource center (PSO and Club organizational tips and tool kit)</p> <p>Monitor the effective implementation of this plan-adjust the plan when necessary</p> <p>Develop with PSOs and implement an effective national communication strategy</p>	<p>Adapt and implement shared best organizational practices and tools</p> <p>Monitor the effective implementation of this plan-adjust the plan when necessary</p> <p>Work with WPC and clubs to develop a web based organizational enhancement resource center (PSO and Club organizational tips and tool kit)</p> <p>Work with WPC and clubs to develop and implement an effective national communication strategy</p>	<p>Adapt and adopt best club's management practices</p> <p>Contribute to the development of the club management tool kit</p> <p>Implement and align with the national communication strategy</p>
<p>KSI 1.3.2 WP organizations will partner and collaborate on relevant WP projects.</p>	<p>S1.3.2 a) WP organizations to develop and deploy an organizational and program alignment & partnership plan.</p>	<p>Co-develop and lead the system alignment plan with PSOs</p>	<p>Co-develop and lead the system alignment plan with WPC</p>	<p>Participate in targeted collective projects and initiatives</p>
<p>KSI 1.3.3 WP organizations will have increased visibility of water polo and generated growth in participation because of an effective marketing plan.</p>	<p>S1.3.3 a) WP organizations to partner in the development and deployment of a dynamic marketing and communication strategy.</p>	<p>Co-develop and lead the national marketing plan with PSOs</p> <p>Lead the development of national brands</p> <p>Execute the targeted national marketing actions</p>	<p>Co-develop and lead the national marketing plan with WPC</p> <p>Execute the targeted provincial marketing actions</p> <p>Integrate national brands with PSO brands</p>	<p>Align with national and provincial plan and execute local marketing actions</p>



GOAL

2

GROW
PARTICIPATION
in
WATER POLO

BY 2021, WE HAVE
DRAMATICALLY INCREASED
OVERALL WATER POLO
PARTICIPATION IN CANADA.

GOAL 2

KEY SUCCESS INDICATORS by 2021

HOW WILL WE KNOW IF WE HAVE ACHIEVED THIS GOAL

2.1 NATIONAL GROWTH IN PARTICIPATION STRATEGY

KSI 2.1.1 Continued increase and retention of participants in water polo activities and members in WP organizations at all Long Term Athlete Development (LTAD) stages and in all regions of Canada.

KSI 2.1.1 Continued increase and retention of certified coaches and officials and volunteers (at all levels).

2.2 HUMAN CAPITAL

KSI 2.2.1 Continued increase and retention of certified coaches and officials and volunteers (at all levels).

GOAL 2 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
2.1 NATIONAL GROWTH IN PARTICIPATION STRATEGY				
<p>KSI 2.1.1 Continued increase and optimal retention of participants in water polo activities and members in WP organizations at all Long Term Athlete Development (LTAD) stages and in all regions of Canada.</p>	<p>S2.1.1 a) WP organizations to develop and work together to execute a realistic growth in participation plan.</p> <p>S2.1.1 b) WP organizations to partner, when appropriate, with other sports & organizations to promote and offer WP.</p> <p>S2.1.1 c) WP organizations to work together in order to develop and deploy a multi-faceted marketing campaign to attract new participants in WP.</p> <p>S2.1.1 d) WP organizations to increase the number of sustainable and meaningful programs and clubs in all regions of Canada.</p> <p>S2.1.1 e) WP organizations to lobby in order to improve access to pools and better pool times.</p> <p>S2.1.1 f) WP organizations to develop user-friendly strategies for the optimal implementation of the LTAD and improvement of the domestic competition system.</p> <p>S2.1.1 g) WP organizations to improve services/programs for clubs and organizations in WP.</p>	<p>Work with PSOs to determine the baseline metrics in participation and identify achievable measurable targeted objectives (growth and retention)</p> <p>Co-lead with PSOs the development and implementation of the growth in participation plan</p> <p>Identify with PSOs the objectives for each LTAD stages</p> <p>Co-lead with PSOs the development and implementation of facility a strategy</p> <p>Co-lead with PSOs the implementation of the improved competitions system</p> <p>Co-lead with PSOs the review of programs and services (national and provincial levels)</p>	<p>Work with WPC and clubs to determine the baseline metrics in participation and identify achievable measurable targeted objectives (growth and retention)</p> <p>Co-lead with WPC the development and implementation of the growth in participation plan</p> <p>Identify with WPC and clubs the objectives for each LTAD stages</p> <p>Co-lead with WPC and clubs the development and implementation of a facility strategy</p> <p>Co- lead with WPC and clubs the implementation of the improved competitions system</p> <p>Co-lead with WPC and clubs the review of programs and services (national and provincial levels)</p>	<p>Contribute to the baseline metrics assessment</p> <p>Implement the growth strategic actions at the club</p> <p>Implement the LTAD objectives and improved competitions system</p> <p>Work with the PSO on the implementation of facility strategy</p>



GOAL 2 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
2.2 HUMAN CAPITAL				
<p>KSI 2.2.1 Continued increase and retention of certified coaches and officials and volunteers (at all levels).</p>	<p>S2.2.1 a) WP organizations to deploy a recruitment and retention plan and improve services/programs for coaches and officials.</p> <p>S2.2.1 b) WP organizations to deploy a volunteer strategy.</p>	<p>Develop a national coaching and officiating strategy (NCCP and OTCF levels)</p> <p>Lead the HP coaching and officiating strategy</p> <p>Co-lead with PSOs the development of a volunteer strategy</p> <p>Implement the volunteer strategy at the national level</p>	<p>Implement the C and O strategy at provincial and club levels</p> <p>Co-lead with WPC the development of a volunteer strategy</p> <p>Implement the volunteer strategy at the provincial level</p>	<p>Implement the C and O strategy at club level</p> <p>Implement the volunteer strategy at the club/local or municipal/regional level</p>





GOAL

3

REACH
INTERNATIONAL
EXCELLENCE

BY 2024, OUR MEN AND WOMEN'S NATIONAL TEAMS HAVE MET THEIR PERFORMANCE TARGETS AT THE OLYMPIC GAMES.

GOAL 3

KEY SUCCESS INDICATORS

HOW WILL WE KNOW IF WE HAVE ACHIEVED THIS GOAL

3.1 NATIONAL TEAMS PROGRAM

KSI 3.1.1 Both Men and Women national teams have achieved their performance goals and results at Olympic Games and FINA events as determined and detailed in WPC High Performance (HP) Plan.

KSI 3.1.2 Both Men and Women age group national teams have achieved their performance goals and results as determined and detailed in WPC HP plan.

3.2 DEPTH AND QUALITY OF OUR FEEDER SYSTEM

KSI 3.2.1 We will have significantly increased our talent pool of athletes identified as being part of the podium pathway or next generation.

GOAL 3 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
3.1 NATIONAL TEAMS PROGRAM				
<p>KSI 3.1.1 Both Men and Women national teams have achieved their performance goals and results at Tokyo Olympics and FINA events as determined and detailed in WPC High Performance (HP) Plan.</p> <p>KSI 3.1.2 Both Men and Women age group national teams have achieved their performance goals and results as determined and detailed in WPC HP plan.</p>	<p>S3.1.1 a) WPC to develop and deploy a robust HP plan which shall include the following elements. WPC will:</p> <ul style="list-style-type: none"> • Develop & implement a sound, complete and stable coaching and technical leadership structure & system. • Develop & implement as well as provide a high quality and stable daily training and competition environment for its senior national team programs. • Develop a strong and well implemented podium pathway (PP) and gold medal profile (GMP) plan. • Work with other WP organizations to align with the GMP and PP (integrated performance pathways). • Develop & implement a sound, complete and stable sport science, sport medicine and innovation plan (SSSMI). • Develop a strong, credible and relevant gap analysis. • Develop & implement a sustainable, best-practice-based integrated HP system and plan for its national team programs. • Bid for and host relevant FINA/UANA events for performance, cost savings for national teams or other purposes as detailed in the bidding and hosting strategy. • Significantly increase its constructive national and international political influence. • Increase or optimize strategic value-added partnerships in HP and from public funding support (Own The Podium, Canadian Olympic Committee, Sport Canada and others) and generate new sources of revenues targeted for its NT programs. 	<p>Lead the development and implementation of Water Polo HP plan and system and align with PSOs and Clubs for optimal implementation</p>	<p>Work with WPC and Clubs to align and implement the HP plan</p>	<p>Implement the WPC HP plan at the club level</p>



GOAL 3 STRATEGIES WHAT WE WILL DO TO ACHIEVE THESE GOAL & SUCCESS INDICATORS

KEY SUCCESS INDICATORS	PROPOSED STRATEGIES INCLUDE	PARTNERS' ROLES AND RESPONSIBILITIES		
		WPC	PSO	CLUB
3.2 DEPTH AND QUALITY OF WP FEEDER SYSTEM				
<p>KSI 3.2.1 We will have significantly increased our talent pool of athletes identified as being part of the podium pathway or next generation.</p>	<p>S3.2.1 a) WP organizations to fully complete and implement WPC Performance Pathway (PP) and Gold Medal Profile (GMP). This will include:</p> <ul style="list-style-type: none"> Aligning excellence pathways across Canada Good communication and education WPC to develop and lead the national team Talent identification program. 	<p>Set the goals for the improvement of the feeder system and work with PSOs and clubs to improve it.</p>	<p>Work towards achieving the goals for the improvement of the feeder system and work with PSOs and clubs to improve it.</p>	<p>Work towards achieving the goals for the improvement of the feeder system and work with WPC and clubs to improve it.</p>



ALL IN

WATER POLO



CANADA

**TOGETHER
WE WIN!**

