

British Columbia Water Polo Association  
Strategic Plan 2016 -2021

Approved by Board of Directors on 8 August,  
2016

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## Situational Analysis

### British Columbia Water Polo – Mission Statement

The purpose of The British Columbia Water Polo Society is to encourage and promote the development of water polo throughout the Province of British Columbia; to promote excellence in the sport of water polo and to provide all players with the opportunity to realize the level of personal achievement in the sport that their determination and ability allow them to attain; and to organize, operate and regulate water polo competitions at all levels throughout the Province.

### British Columbia Water Polo – Vision

BC Water Polo is an athlete oriented, progressive and innovative sports organization, dedicated to delivering and overseeing quality, values-based, accessible, affordable and equitable water polo programs at various levels of skills and competition throughout British Columbia under the governance oversight of skilled and qualified leadership and management, and capable and committed volunteers at the Board and Committee levels. BCWP will conduct its programs and initiatives in an atmosphere of respect, honesty and open communication, actively involving and engaging all members of the association, external potential donors and existing stakeholders, through its effective business and ethical practices, robust risk culture, and sound operational risk and financial management.

## British Columbia Water Polo – Core Values

- Integrity
- Courage
- Respect
- Excellence
- Fairness & Equity
- Pride
- Accessibility
- Shared Leadership/Ownership
- Athlete Centered

## Strengths/Weakness/Opportunities/Threats (SWOT) Analysis

### Strengths

**S 01:** Highly skilled and experienced employees

**S 02:** Sound Governance Structures and Risk Oversight

**S 03:** Robust Operational Risk Management Culture and Policy Framework

**S 04:** Dedicated Volunteer base

### Weaknesses

**W 01:** Small member base and gender imbalance

**W 02:** Limited member funding and external funding (Via Sport and BC Gaming.)

**W 03:** Restricted presence across regions in the province

**W 04:** Limited coaches and referees at all levels

## Opportunities

**O 01:** Increase presence in new regions through alliances with summer swim clubs intending to expand into water polo.

**O 02:** Increase development/recreational clubs in lower mainland.

**O 03:** Increase high performance clubs.

**O 04:** Create new programs – universities, school teams, differently abled athletes, seniors/masters

## Threats

**T 01:** Lack of deep water pools and equipment (across the province)

**T 02:** Increasing costs for athletes desiring international competition

**T 03:** Declining provincial funding

**T 04:** Lack of water polo opportunities for older athletes in British Columbia post National Championship League.

## Goals

**G 01:** Grow the number of athletes and member clubs registered with BCWPA

**G 02:** Grow the footprint of BCWPA across regions within the Province of British Columbia

**G 03:** Build readiness and sustainable capabilities at BCWPA to support growth of the sport of water polo

**G 04:** Provide avenues and support to athletes from British Columbia to participate at the highest level of international competition for water polo

## Strategic Planning Process

A roundtable discussion of stakeholders of British Columbia Water Polo Association (BCWPA) was held at Guildford Recreation Centre, Surrey on April 24, 2016. The roundtable was well attended by members of the Board of BCWPA, presidents and representatives of member clubs, coaches, former Canadian National team athletes, and the Executive Director of BCWPA.

The goals of BCWP were presented to the meeting. Primarily the goals were to grow the number of athletes and member clubs across the entire province and build up sustainable capabilities and readiness to successfully deliver programs and improve services.

The meeting focussed on new programs and services that would augment existing programs and thereby help grow the footprint of BCWPA across the province of British Columbia.

The SWOT analysis was considered and the program prioritization map framework was presented. There were in excess of 20 areas that were generated for development of programs and services.

The various ideas generated were considered in the light of BCWPA mission, vision, values, goals and the program prioritization matrix and the top priorities

were determined. A draft strategy document was reviewed, amended and approved by the Board at its meeting held on 8 August, 2016.

The Board of BCWPA is committed to ongoing consultation with stakeholders on the implementation of this strategic plan. The Board of BCWPA will monitor implementation, and will review and update the implementation of this Strategic Plan wherever necessary to achieve best possible outcomes for our stakeholders within BCWPA core values, mission and vision.

## Strategic Plan

BCWPA currently has two flagship on-going programs the Team BC program and the High Schools Tournament. It also supports recreational water polo programs of its member clubs with support in disciplinary matters, administration assistance, insurance, and organizing referee and coach clinics. BCWPA will be introducing a full-fledged competitive league this year after a successful trial run in 2015-2016. The competitive league and Team BC program are aligned with Water Polo Canada pathways and will continue, in line with BCWPA Mission and Core Values, to support the goal of providing athletes from British Columbia to develop and participate at the highest level of international competition for water polo. The new strategic initiatives will augment the existing/on-going programs supported by BCWPA. The existing/on-going programs will continue to receive assistance from BCWPA.

## Program Alternatives (in order of priorities)

- 1) Develop gender based programs.
- 2) Develop competition stream with league use the league as a platform to develop referees and coaches.
- 3) Develop programs for younger (10 and under) and older athletes (over 18 and above), school programs (I love Polo) and university programs.
- 4) Roll out BCWP camps with leading national team athletes.
- 5) Roll out summer water polo events.

## Other Alternatives – Building Sustainability through Improvement in Member Services

- 1) Training of new referees and coaches, and organizing coaching clinics.
- 2) Assist member clubs with challenges in retention of athletes.
- 3) Increasing volunteer base and athlete and adults volunteer opportunities
- 4) Establish electronic payment for membership dues
- 5) Corporate sponsorships

## Strategy Map

BCWP Strategy Map is in Appendix 1. It will guide the Board and Executive Directors on the linkages of key pieces to achieve successful implementation of the strategy.



## Goal Prioritization Matrix (Framework used to Prioritize Programs Goals)

Cost of adding new athletes – Low  
 <100\$ Med- >100<200 High-<200\$

LOW PRIORITY	MEDIUM PRIORITY (new region?)	MEDIUM PRIORITY (new region?)
LOW PRIORITY	HIGH PRIORITY	HIGH PRIORITY
MEDIUM PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY

Low > 25

Medium > 50 < 25

High < 50

Increase in number of athletes from the program

## Strategic Grid (Refer Goals &amp; SWOT for linkages)

Goal(s)	Initiative	Leverages	Addresses	Comments
<a href="#">G01</a> , <a href="#">G02</a> & <a href="#">G04</a>	Develop and Implement gender based programs.	<a href="#">S 01 &amp; S 04</a> <a href="#">O 01 &amp; O 04</a>	<a href="#">W01, W02 &amp; W03</a>	Successful implementation will help downstream to address T03
<a href="#">G03</a> & <a href="#">G04</a>	Develop competition stream with league use the league as a platform to develop referees and coaches	<a href="#">S 01 &amp; S 04</a> <a href="#">O 01 &amp; O 04</a>	<a href="#">W01, W02, W03 &amp; W 04</a>	Successful implementation will help downstream to address T02
<a href="#">G01</a> & <a href="#">G02</a>	Develop and implement programs for 10 and under.	<a href="#">S 01 &amp; S 04</a> <a href="#">O 01, O 02 &amp; O 04</a>	<a href="#">W01, W02 &amp; W03</a>	Successful implementation will help downstream to address T03
<a href="#">G01, G02</a> & <a href="#">G04</a>	Develop and implement programs for 18 and above	<a href="#">S 01 &amp; S 04</a> <a href="#">O 02 &amp; O 04</a>	<a href="#">W01, W02 &amp; W03</a> <a href="#">T04</a>	Successful implementation will help downstream to address T03
<a href="#">G01</a> & <a href="#">G02</a>	Develop and implement school programs (I love Polo)	<a href="#">S 01 &amp; S 04</a> <a href="#">O 02 &amp; O 04</a>	<a href="#">W01, W02 &amp; W03</a>	Successful implementation will help downstream to address T03
<a href="#">G01</a> & <a href="#">G02</a>	Develop and implement university programs	<a href="#">S 01 &amp; S 04</a> <a href="#">O 02 &amp; O 04</a>	<a href="#">W01, W02 &amp; W03</a> <a href="#">T04</a>	Successful implementation will help downstream to address T03
<a href="#">G03</a> & <a href="#">G04</a>	Roll out BCWP camps with leading national team athletes.	<a href="#">S 01 &amp; S 04</a> <a href="#">O 01, O 02 &amp; O 04</a>	<a href="#">W01, W02, W03</a> <a href="#">T02</a>	Could attract new provincial funding and address T03
<a href="#">G01</a> & <a href="#">G02</a>	Roll out summer water polo events.	<a href="#">O 04</a> , <a href="#">S04</a>	<a href="#">W01, W02, &amp; W03</a> <a href="#">T04</a>	
<a href="#">G03</a>	Training of new referees and coaches,	<a href="#">S 03 &amp; S 04</a>	<a href="#">W04</a>	

	and organizing coaching clinics on a regular basis.			
<a href="#"><u>G01 &amp; G04</u></a>	Review challenges and initiate steps for retention of athletes in various leagues	<a href="#"><u>S 01 &amp; S 04</u></a>	<a href="#"><u>W01, &amp; W02</u></a>	Successful implementation will help downstream to address T03
<a href="#"><u>G03</u></a>	Establish electronic payment for membership dues	<a href="#"><u>S 03</u></a>	<a href="#"><u>T03</u></a>	Will improve member collections and WPC disbursements
<a href="#"><u>G04</u></a>	Corporate sponsorships	<a href="#"><u>S 04</u></a>	<a href="#"><u>W01 &amp; W04</u></a> <a href="#"><u>T02 &amp; T03</u></a>	

## Implementation Plan – Timelines

Priority No.	Program/Service	Implementation Period – 1 September, 2016 - 31 August, 2021						Key Performance Indicators
		2016	2017	2018	2019	2020	2021	
01	Develop and Implement gender based programs.							At least rosters for four teams of girls and boys each (10 athletes per roster) in competitive league.
01 a	Develop and Implement gender based programs.							At least rosters for four teams of girls (10 athletes per roster) in recreational league.
02	Develop competition stream with league use the league as a platform to develop referees and coaches							Full- fledged competitive league operational with at-least 6 teams participating.
03	Develop and implement programs for 10 and under.							At-least 4 full teams participating in the U-10 group
04	Develop and implement							At-least 4 full teams participating

	programs for 18 and above							in the above - 18 group
05	Develop and implement school programs (I love Polo)							At-least 4 schools participating in the U-10 group
06	Develop and implement university programs							At-least 4 teams participating
07	Roll out BCWP camps with leading national team athletes.							At-least 2 camps every year
08	Roll out summer water polo events.							At least 2 events every year
09	Training of new referees and coaches, and organizing coaching clinics on regular basis.							Adequate referees and coaches to conduct leagues and programs
10	Assisting member clubs with athlete retention challenge							Ad hoc through-out the period and at member club requests.
11	Review challenges and initiate steps for retention of athletes in various leagues							To establish net accretion in number of registered athletes y-o-y
12	Increasing volunteer base and provide athlete and adults volunteer opportunities							To grow volunteer base and tracked volunteer

								hours at 10 % per year
13	Establish electronic payment for membership dues							To minimize outstanding receivables at year end to not more than 2.5 % of AR
14	Corporate sponsorships							To support at least 2 high performance athletes to highest levels of achievement in the sport.

## Conclusion

BCWPA strategic plan, when implemented in line with the implementation schedule, and along with the flagship Team BC program and the newly introduced competitive league, will fully achieve the goals within the mission, vision and core values of the organization. The achievement of goals will help grow the membership and athlete registrations. The improvement in services and sustainable capabilities will position the organization well for increased funding and fuel the next phase of growth.

Appendix I – British Columbia Water Polo - Strategy Map

<b>Programs &amp; Services perspective</b>	Over next 5 years grow number of athletes and build sustainability								<b>What we want to achieve</b>
	Increase Programs				Build Readiness & Sustainability				
	Grow Programs				Grow Resources		Grow Services		
U-10, I love polo for schools, Above-18	Competitive League & Varsity League	Clinics for high performance athletes	Gender based	Coaches & Referees	Volunteers	League coordinator	Electronic payments		
<b>Member perspective /</b>	Offer technical advice on alignment of programs with WPC pathways		Provide athletes opportunities for development to highest level in the sport		Provide services for referee and coach development and channeling volunteer efforts		Offer guidance and oversight of leagues and electronic payments & collections		
<b>Internal process perspective</b>	Establish process for regular post program technical reviews	Rationalize leagues for on-going alignment with WPC pathways	Evaluate effectiveness of HP & Competitive Athlete Development (Team BC and Clinics with National team athletes)		Oversight over Op. Risk Mgmt.	Oversight over technical working groups	Effective handling of conflict of interest		
<b>Learning and growth</b>	Impart training to referees and coaches		Impart training to league organizers on WPC initiatives and pathways		Impart training to member clubs on best practices, codes and P&P	Impart training to parent volunteers	Impart training to Board members on handling conflict of interest		
								<b>How we plan to achieve it</b>	