



VANCOUVER ULTIMATE LEAGUE

Strategic Plan 2021

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This Strategic Plan is intended to guide the Vancouver Ultimate League Society for the five-year period of 2017-2021 as we strive to carry out our mission and achieve our vision:

Vision

We envision a future where ultimate is the leading recreational sport. We want everyone involved to have fun, develop skills and character, live healthier lives, and build lasting relationships through spirited ultimate. We aspire to be a vibrant, inclusive and sustainable society, committed to excellence, and a model and resource for other organizations.

Mission

Ultimate is our way of bringing joy into people's lives. We organize, promote, teach, and support spirited ultimate in Metro Vancouver for participants of all ages, genders and abilities. We collaborate with other organizations to foster the growth and development of the sport. We are guided by Spirit of the Game in everything we do.

The Strategic Plan comprises four pillars critical for the league to survive and thrive — each with key metrics and targets — as well as a set of foundations that are essential for our continued operation.

We will use this for annual budgeting and planning, and for development and improvement of programs and initiatives, and we will report on progress at each Annual General Meeting.

Pillar: Youth

Consisting of ultimate players under 19, Youth represent the future of our sport and our organization. To ensure a healthy, enduring membership base, it serves us well to focus on influencing, developing, and improving programs that are attracting them to the sport.

| OBJECTIVES | METRICS/ TARGET |
|---|--|
| Do our part to ensure youth ultimate is taught and played with Spirit of the Game. | <ul style="list-style-type: none">• % of VUL youth programs with spirit as key component <i>Target: 100%</i>• % of third-party youth programs that have spirit as key component <i>Target: Track and improve</i> |
| Support those working with youth to ensure players learn from qualified coaches and instructors. | <ul style="list-style-type: none">• # of youth coaches that receive support or training (eg. NCCP) Including VUL & non-VUL <i>Target: Track & improve (VUL approach 100%)</i> |
| Promote the concept of a life-long community through all VUL youth programs. | <ul style="list-style-type: none">• # of youth members <i>Target: Track only (for planning)</i>• Return rates of youth players (especially transition to adult) <i>Target: Track and improve</i>• Return rates of youth coaches & instructors <i>Target: Track and improve</i> |
| Ensure generous resource allocation relative to youth membership numbers. | <ul style="list-style-type: none">• Youth resource allocation as a % of membership (e.g. finance, staff, coaching, fields) <i>Target: 'generous' means greater than youth % of membership.</i> |



Pillar: Adults

Adults are our largest membership group and our current life-blood. Their satisfaction is paramount, their support is critical to our operations, and we seek to maintain or increase our adult membership to fulfil our current mission and achieve our long-term vision. We deliver them high-quality programs and services at affordable rates.

| OBJECTIVES | METRICS/ TARGET |
|--|--|
| Develop the VULS into a life-long community. | <ul style="list-style-type: none">• Breadth of community engagement (# of roles/activities and # of people in each, e.g. player, coach, volunteer, etc.) <i>Target: Track and improve</i>• Duration of community involvement (by age, and role/activity) <i>Target: Track and improve</i> |
| Maximize member satisfaction while maintaining or growing membership. | <ul style="list-style-type: none">• Membership satisfaction (by age, gender, new vs. returning) <i>Target: Track and improve</i>• Membership size (by age, gender, and new vs. returning) <i>Target: Track and maintain or grow</i> |



Pillar: Regional Support

Ultimate is represented in cities around Metro Vancouver at various stages of development, from casual pickup to small leagues. We want to play an active role in the region to support growth and key values like SOTG. We have extensive knowledge and resources that can help smaller leagues to thrive, and we want to support people to play ultimate near to where they live or work to maximize their satisfaction and minimize environmental impacts.

OBJECTIVES

METRICS/TARGET

Support the development of several viable and spirited leagues in Metro Vancouver; for example, North Shore, Burnaby, Richmond or Surrey.

- # of stable leagues
Target: 5 or more in Metro Vancouver
[3 exist in 2016]
- # of teams in each league
Target: Track only (for planning)



Pillar: Leadership

Since 1986, the VUL has built a legacy by being a leader on and off the field. In addition to providing high-quality programs & services to members, we have developed carefully considered policies and practices related to spirit, gender, sustainability, and governance. As the largest ultimate league in the world, we have a responsibility and opportunity to be a leader in the sport and in our community.

| OBJECTIVES | METRICS/ TARGET |
|---|--|
| Position ourselves as a leader in the ultimate community by demonstrating thought leadership and by sharing knowledge and experience. | <ul style="list-style-type: none">• Survey other organizations to gauge whether they see us as a leader <i>Target: Track and improve</i>• Self-evaluation <i>Target: Track and improve</i> |
| Promote & improve inclusivity and gender equity. | <ul style="list-style-type: none">• Gender ratios overall• Gender ratio in leadership positions (target TBD for captains & board)• Demographics• Member perception / experience of inclusivity and gender equality <i>Target: Track and improve</i> |
| Execute initiatives that have a positive community, social, or environmental impact, especially pioneering ideas or approaches that are new or unique. | <ul style="list-style-type: none">• Number of initiatives executed <i>Target: 5 or more</i>• “Newness” of initiatives <i>Target: 2 or more new ones</i>• Size/impact of initiatives <i>Target: Average size: medium</i> |



Foundations

These foundations are core to our operations and are fundamental supports for all of the pillars.

SPIRIT

Ensure our programs & services, internal activities, and external relations are in alignment with Spirit of the Game, especially the core aspects of fair play, self-responsibility, respect, and joy.

FACILITIES

Acquire and maintain access to high-quality and cost-effective facilities for the delivery of programs and services.

COMMUNICATION

Effectively engage all stakeholders (internal & external) to provide the information they need.

COLLABORATION

Create mutually-beneficial relationships with external partners to further the aims of the VULS.

HUMAN RESOURCES

Ensure the VULS has the HR structure, people, and processes to support the organization and to deliver on its objectives.

GOVERNANCE

Ensure the organization is governed well through policies and procedures that cover all strategic and fiduciary responsibilities.



Definitions

The strategic plan uses terms which may not be familiar, or which may have multiple interpretations. The definitions here will hopefully provide clearer guidance and insight to staff, members of the VUL, and future board members. Additional definitions may be added as we progress through this 5-year plan.

GENDER EQUITY

The process of allocating resources, programs, and decision-making fairly to all genders. This may include different allocation of resources to address current imbalances in the opportunities and benefits available to all genders, or to address different needs, interests and experiences.

GENEROUS

Proportional or greater budget and/or other resources, relative to the percentage youth to overall membership. However, the intent of this is not to operate youth programs at an overall loss.

INCLUSIVITY

Intentions or policies to include those who might otherwise be excluded or marginalized. This can include racial and sexual minorities, those of different income classes and family statuses, the young and old, those with disabilities, those who speak various languages, etc.

SPIRIT OF THE GAME

Spirit of the Game is the mindful behavior practiced by players worldwide prior to, during and after a game. It encompasses attitudes and skills such as good knowledge and application of the rules, fair-mindedness, safe play and spatial awareness, clear and calm communication, and a positive and respectful attitude towards teammates, fans, and opponents, in a mutual effort to protect the basic joy of play.

