

2015-2019 Strategic Plan Development Document

prepared for

**MEMBERSHIP OF THE
PETERBOROUGH ULTIMATE LEAGUE**

2015-04-22

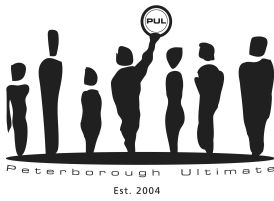
Peterborough Ultimate League

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1.0 BACKGROUND

1.1 PUL HISTORY AT A GLANCE

Humble beginnings, yes. Eight teams took to the field during that first official summer of the Peterborough Ultimate League in 2004. They played on one night a week (Wednesdays), splitting the season into a spring and a summer session to accommodate the varied migrations and commitments of the players. The mood was fun, the talent raw, and most of us would attest we were far faster at that point.

As the Peterborough Ultimate League (PUL) officially enters its eleventh year in 2015, the league has become somewhat of a local phenomenon. Three nights of summer league play (Tuesday through Thursday) – four now, counting juniors – with approximately 40 teams, representing over 500 players, not including our juniors ranks, which could number up to 150 this spring. During the winter season we take it to the dome on Monday and Thursday evenings with 10 teams at play.

As we've evolved, PUL has earned a respected reputation within the Canadian Ultimate scene by being a progressive league that tends to take an innovative approach to promoting the game and encouraging a strong sense of community. Yes, we've grown, but that's merely a measure of involvement. It's how we've grown that is a genuine reflection of how durable this community really is. We've opted for a more low-key grassroots approach, letting friends introduce friends and welcoming new players to try it out, rather than try and grow it in some rapid, unmanageable fashion.

We're known for introducing a program known as the Carbon Flip that strongly endorses and indeed rewards efforts to carpool or cycle to games. We're the hosts of an annual tournament known as Harvest, which finds teams coming from Ontario, Quebec and points beyond, a weekend that is somewhat revered by those who come (and return year after year). Our commitment to juniors, which is just starting to take hold, has found the league distributing free packs of discs and coaching resources to local schools and then following up with clinics run by PUL volunteers. We care deeply about what this game is, what it represents, and what it can mean to health of our community, both young and not so young.

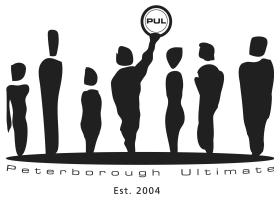
In short, we're a league that aims to consistently punch above our weight. Thankfully we continue to do so, expressly thanks to the commitment of a huge community of players who recognize

that giving back to this sport only helps us grow stronger. It is an exceedingly vibrant, talented and friendly league with all levels of competition available. While we've established ourselves within the community, in some ways it feels as though the sport is just beginning to take hold. We anticipate great things to come for this sport, but are not in any rush to get there. We think – and let's hope – that the sport of ultimate in Peterborough is here to stay.

1.2 PUL MEMBERSHIP

The league has steadily grown since its inception thanks to expanding interest in the region and the willingness to accommodate different skills levels as PUL has evolved. What started with approximately 80 players in the summer of 2004 is now over 500 adults (2014 summer). Our juniors ranks were at about 90+ children between the ages of 8 – 13 in 2014, and we'll be aiming to up those numbers to 150 in the spring of 2015 as the cohort ages (age range will be 8 – 14). It is the juniors numbers that we suspect will continue to grow at a quicker pace than the adult league.

This assumption is mere speculation, but based on an aging demographic of the first generation of PUL players, we may expect adult membership to plateau in the next few years, or at least for there to be a slower pace of growth in the adult league. This will be balanced out, however, by the juniors numbers. A variety of signs (school programs, parents with children who will qualify to play in coming years) indicate that the future of PUL's health will rely on a strong juniors program that will feed into the adult league. Some thought should also be given to how we maintain the interests and volunteer capacity of PUL players who may not necessarily be playing any longer but want to remain involved in the community by coaching, assisting with events, or other such roles. We're effectively looking at a veritable "cradle-to-grave" approach to maintaining the core strength of PUL, which, fittingly, is our dedicated sense of community.

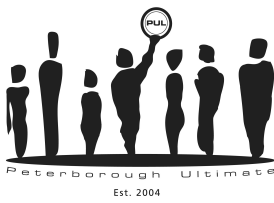


2.0 GOVERNANCE

The Peterborough Ultimate League is an official not-for-profit organization established in 2009. The board consists of seven directors, four of which are the Executive Committee (President, Vice-President, Secretary and Treasurer) and three Directors-at-Large. The Directors-at-Large tend to oversee respective committees, which currently include Juniors and Membership Committees, as well the Strategic Planning initiative for the league. A Policy Committee has also been established in the past. Consideration is being given to a Fields Committee at present.

While directors were elected for two-year terms in the past, the 2014 AGM introduced a standard three-year term for directors. The idea is to work towards staggering the terms for directors so there is appropriate crossover and skills sharing as the league grows and new members assume these positions. Any further details about the board structure are spelled out in the PUL Constitution.

As we navigate the road ahead, there's a growing acknowledgement that for the league to continue to thrive, it is going to have to move from an "operational" format to a more formal "management" model. An operational organization largely relies on the board to do the work of the organization while also handling the roles of managing and governance. That reliance treads a thin line as the league undergoes greater growth and more responsibilities follow. Under the management model, the board manages operations, but a hired staff coordinator (or executive director, more likely) will handle the day-to-day tasks of the league and report directly to the board.



3.0 MISSION, VISION, AND VALUES

3.1 PUL MISSION STATEMENT

To foster the sport of ultimate Frisbee in Peterborough, providing a safe, friendly, and enjoyable experience at all levels of competition.

3.2 PUL VISION STATEMENT

PUL draws together a diverse community to engage in a fun, athletic, competitive, and highly enjoyable brand of ultimate Frisbee for a broad range of ages and skill levels.

3.3 PUL CORE VALUES

Education and Skills Development:

PUL encourages education and skills development for new and experienced players from a range of skill levels and ages.

Community:

The foundation of PUL is its strong community, both on and off the field.

Spirit of the Game (SOTG):

The responsibility for fair play is placed on every player. Highly competitive play is encouraged, but not at the sacrifice of mutual respect between players, adherence to the rules of the game, or enjoyment of playing.

Physical health:

PUL promotes exercise, a safe environment, awareness, preparedness, varied demographics, and fitness for life.

4.0 CURRENT STRENGTHS AND VULNERABILITIES

AREAS OF STRENGTH	AREAS OF VULNERABILITY
<ol style="list-style-type: none"> 1. PUL community off the field 2. PUL community on the field 3. Dedicated leadership 4. Good communication between leadership and membership 5. Quality of play 6. Focus and quality of education 7. Strong volunteer commitment 8. Quality of the sport of Ultimate 	<ol style="list-style-type: none"> 1. Growth and demographics 2. Perceived lack of opportunity to contribute to league leadership 3. Uneven quality of play in some leagues 4. Limited field availability 5. Limited pool of experts 6. Financial resources 7. Inability to accommodate varied objectives of membership 8. Volunteer fatigue 9. Long-term operational capacity 10. Cultural drift

5.0 KEY ISSUES AND PRIORITIES

KEY ISSUE OR PRIORITY	DESCRIPTION
NEW PLAYER RECRUITMENT	Attracting and developing new players, including juniors
FIELD SPACE	Ensuring accessible, high quality fields are available; growth may be limited eventually by field space
LEAGUE CULTURE	Managing growth; maintaining PUL community off the field; maintaining a strong sense of community, new player training and embodiment of PUL culture; mutual respect;
VOLUNTEER RECRUITMENT	Passive vs active recruitment; current league governance; alignment of skills and experience
SUSTAINABILITY OF LEAGUE	Succession planning; governance model; aging demographics; transparency; membership size; relationships on broader community
FINANCES AND FUNDING	Registration fees; field costs; use of turf fields; field acquisition



6.0 KEY OBJECTIVES

PURPOSE: To identify the key objectives of PUL that will address the recognized issues and priorities.

We have focussed on 4 objectives in particular, during the 2015-2019 planning period.

KEY OBJECTIVE	CONSIDERATIONS
6.0.1. ENSURING ADEQUATE FIELD RESOURCES	<ul style="list-style-type: none">• Good quality• Potential ownership and/or partnerships• Quantity• Proximity• Community relationships• Size of site; are multiple fields possible?• Line definitions• It would be beneficial to study available field space• Diplomacy is important• Decision-making opportunities• Indoor considerations• Financial implications



KEY OBJECTIVE	CONSIDERATIONS
<p>6.0.2. JUNIOR LEAGUE DEVELOPMENT</p>	<ul style="list-style-type: none"> • Attracting players • League promotion • Coaching skills & LTAD model • Coaching recruitment • Reasonable (sustainable) rate of growth • Long-term player development with curriculum • Ages 8-18 • School outreach; public and separate boards • Congruency and cooperation with Canadian Ultimate Championships • Juniors policy development • Separate boy and girl training? • Juniors league capacity (juniors co-ordinator) • Opportunities to develop junior leaders • Outreach to other groups (at risk youth, disabled youth)

KEY OBJECTIVE	CONSIDERATIONS
<p>6.0.3. GOVERNANCE MODEL AND SUCCESSION PLANNING</p>	<ul style="list-style-type: none"> • Paid operational support or resource • Corporate documents supporting various roles (such as league co-ordinators) • Board of Directors and league coordinator mentorship • Development of calendar of annual events and timelines • Openness and transparency • Clear organizational structure • Consideration of position term limits Process for key volunteer review and selection • Code of ethics • Financial review • Financial policies • Board manual • Long-term feasibility of current governance model

KEY OBJECTIVE	CONSIDERATIONS
<p>6.0.4. MEMBERSHIP ENGAGEMENT</p>	<ul style="list-style-type: none"> • Transparent volunteer recruitment processes • Maintain web page (or other) with volunteer opportunities • Standard application form (education and administrative streams for volunteers) • Events on and off the field • Captains' meetings • Promotion of pick up • Hat tournaments • Promoting post game social activity?, which also supports local businesses • Community involvement and contribution to local charitable events) • Formalization of clinics (best practices for running clinics) • Captain and coaching education • Communication tools: website, facebook, twitter, email • Development of a new player guide • Captain's guides • Coaching guides • Make legacy information available on web site • Rule of the week • Pictures and biographies of board and co-ordinators

ACTION PLANS

6.1 ACTION PLAN: FIELD RESOURCES

6.1.1 STATEMENT OF INTENT

Assurance of the availability of quality and affordable fields equal to or in excess of our needs.

6.1.2 CONSTRAINTS

- Number of existing fields proximate to players
- Financial cost of fields
- Competition with other sports; growth of other sports; growth of juniors
- Season (influence on weather and field conditions)
- Nights of play

6.1.3 DEPENDENCIES

- Size of league
- Available funding
- Capacity to own and operate a field asset
- Relationships with field owners

6.1.4 ACTIONS

- Create a fields committee. Possible attributes of members to include: real estate, GIS, city planner, municipal employees, developer, grant writer
- Undertake a regional inventory of sports fields (consider ownership, size, quality, history of use, zoning).
- Carry out a needs assessment.
- Conduct an inventory of open spaces in Peterborough region (recreational rectangular, existing, open space).
- Identify potential partners for potential field purchase and/or management.
- Document key characters in the regional field discussion (note that this also relates to succession planning).
- Position organization for partnership and funding (e.g., by ensuring proper governance).
- Undertake actions identified by needs assessment .

6.1.5 SCHEDULE

Immediate	2-3 Years	~5 Years
<ul style="list-style-type: none"> • Create a fields committee. • Undertake a regional inventory of sports fields. • Document key characters in the regional field discussion. 	<ul style="list-style-type: none"> • Carry out a needs assessment. • Conduct an inventory of open spaces in Peterborough region. • Position organization for partnership and funding. • Engage developers and municipal planners. 	<ul style="list-style-type: none"> • Identify potential partners for potential field purchase or management • Implement needs assessment actions

6.2 ACTION PLAN: JUNIOR LEAGUE DEVELOPMENT

Please refer to forthcoming Junior League Strategic Plan.

6.3 ACTION PLAN: GOVERNANCE MODEL AND SUCCESSION PLANS

6.3.1 STATEMENT OF INTENT

Further establish a robust governance model to support PUL's guiding mission, vision, and values.

6.3.2 CONSTRAINTS

- Financial capacity; sustainability
- Quality and commitment of volunteers
- Risk of losing support due to remuneration

6.3.3 DEPENDENCIES

- Strategic plan
- Availability of funds
- Size of membership
- Formal governance model
- Ongoing volunteer commitment

6.3.4 ACTIONS

- Explore financial feasibility of hiring Executive Director and/or Junior League Co-ordinator.
- Develop supporting documentation (corporate procedures, annual cycles, code of ethics, financial policies, Board of Director's manual).
- Identify a storage solution for documentation.
- Develop a process for peer volunteer review and selection.
- Define term limits for various responsibilities.

6.3.5 SCHEDULE

Immediate	2-3 Years	~5 Years
<ul style="list-style-type: none"> • Feasibility and projection plan for hiring. • Document annual cycles, financial 	<ul style="list-style-type: none"> • Develop Board of Director's manual. • Document corporate 	<ul style="list-style-type: none"> • Review governance model, strategic plan, and corporate procedures.



policies, and code of ethics.

- Identify a storage solution for documentation.

procedures.

- Develop a process for peer volunteer review and selection.

- Define term limits for various responsibilities.
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6.4 ACTION PLAN: MEMBERSHIP ENGAGEMENT

6.4.1 STATEMENT OF INTENT

To ensure an engaged and committed membership, willing to contribute to the continued success of the league.

6.4.2 CONSTRAINTS

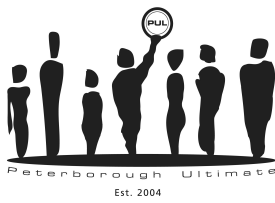
- Commitment and quality of volunteers
- Adequate understanding of membership interests
- Loss of league culture

6.4.3 DEPENDENCIES

- Availability of volunteers
- League size and growth

6.4.4 ACTIONS

- Ensure volunteer engagement (awareness of opportunities, transparent process, development of standard application form, recognize need for both administrative and on field volunteers).
- Promote and reinforce league culture (hold events both on and off the field (e.g., captain's meetings, hat tournaments); maintain opportunities for cross-team post-game and charitable activities; provide

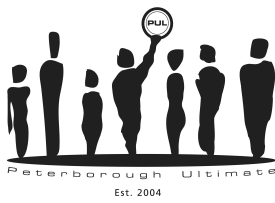


access to legacy information and photo gallery; post Board of Directors pictures and biographies on website).

- Provide education and training (improve quality of clinics, reinforce Spirit of the Game, prepare coaching manuals, provide captain education, continue to develop Rule of the Week).
- Develop tools to support membership engagement (website, Facebook, Twitter, email, field guides, new player’s guide, captain’s guide).

6.4.5 SCHEDULE

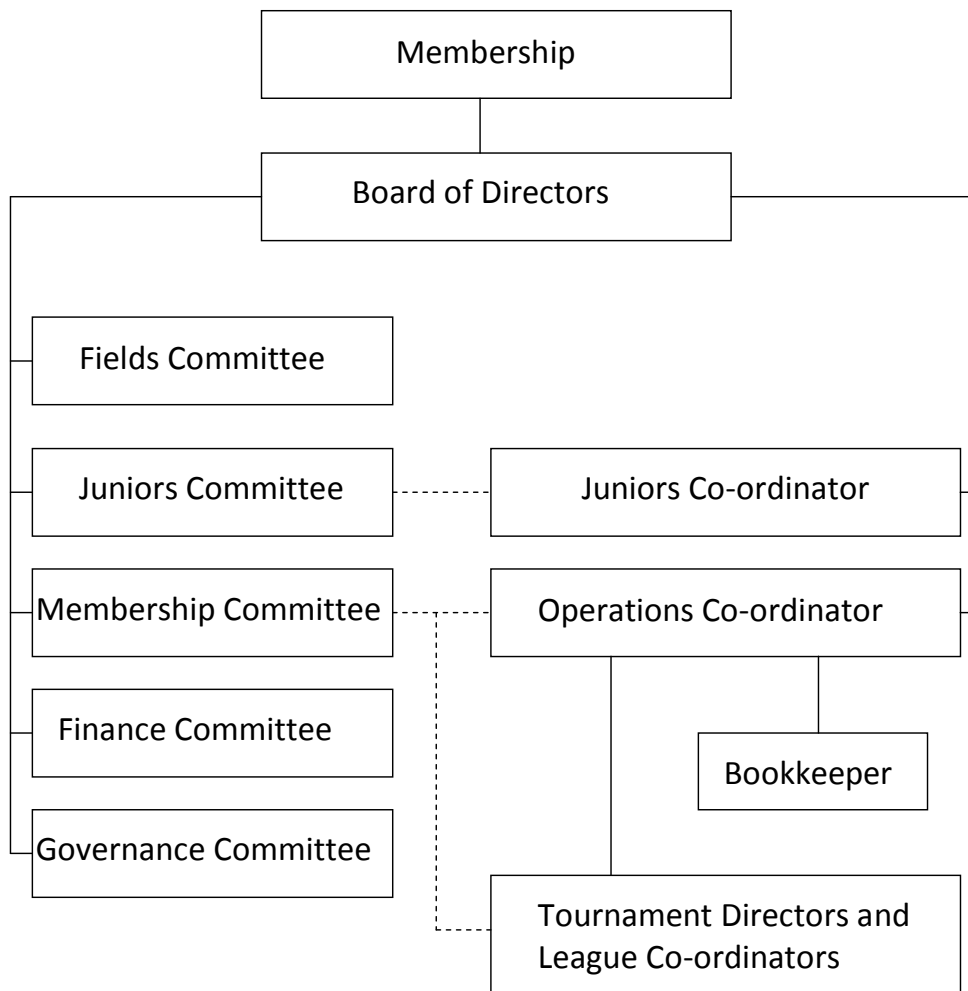
Immediate	2-3 Years	~5 Years
<ul style="list-style-type: none"> • Develop a captain's field guide • Develop a new player's field guide • Post Board of Director's pictures and biographies on website • Continue to develop Rule of the Week in the 2015 season • Provide a captain education session prior to the 2015 session • Reinforce Spirit of the Game through the captain’s education session, captain’s and new player’s 	<ul style="list-style-type: none"> • Provide details of PUL administrative roles on website, including description of duties and terms of office • Improve quality of clinics • Develop a standard application form for volunteers and volunteer database • Provide access to legacy information, such as past results and 	<ul style="list-style-type: none"> • Standardize and publicize process of recruiting for and filling volunteer positions • Prepare coaching manuals



field guides, and Rule of the Week a photo archive on
website

- Continue to hold events on and off the field and provide support for pick-up, hat tournament, and other member-driven events
-

7.0 IDEAL ORGANIZATIONAL STRUCTURE





8.0 FINANCES

REVENUE – 2015 Budget

Revenue	
Revenue - Summer Tuesday	\$ 15,611
Revenue - Summer Wednesday	\$ 13,381
Revenue - Summer Thursday	\$ 16,161
Revenue - Spring/Winter Thursday	\$ 18,019
Revenue - Spring/Winter Monday	\$ 13,593
Revenue - Tournaments - Harvest	\$ 10,619
Revenue - Tournaments - Eco Disc	\$ 1,257
Revenue - Tournaments - Frost Bowl	\$ 496
Revenue - Juniors Program	\$ 6,571
Revenue - Clinic Field Subsidies	\$ 1,062
Revenue - 4 on 4 Tournaments	\$ 1,699
TOTAL REVENUE	<u>\$ 98,467</u>

EXPENSE – 2015 Budget

Summer League Fields	\$ 18,662
Summer League - Other Costs	\$ 1,200
Winter/Spring Fields	\$ 36,694
Winter/Spring League - Other costs	\$ 700
Tournament - Harvest	\$ 10,607
Tournament - Eco Disc	\$ 1,690
Tournament - Frost Bowl	\$ 540
4 on 4 Tournament	\$ 1,350
Fields - Clinics	\$ 1,350
Coordinator Expenses	\$ 5,000
Professional Fees	\$ 1,000
Operational costs	\$ 3,000
Insurance	\$ 3,900
Prof. Development/Conferences	\$ 900
League Marketing and Promotion	\$ 3,300
Rent	\$ 743
Coaching Certification & Hosting	\$ 585
Bank Fees	\$ 140
TOTAL EXPENSE	<u>\$ 91,362</u>

NET INCOME **\$ 7,105**