



TORONTO ULTIMATE CLUB

**STRATEGIC PLAN
2012 - 2017**

Submitted by:

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December 22, 2011
With input by TUC Board of Directors & Strategic Committee

Introduction

In 2011 the decision was made to revisit our Strategic Plan and review our successes and shortcomings. It had become clear that TUC had outgrown its plan from 2007 and was prepared to move forward. Over a 5 month period of strategic meeting sessions with Board directors, members, and a consultant we tackled many important topics. But as we ventured through the process, we hit a pivotal point in our discussions. One looming question stood out above the rest:

What is growth? Is it numbers of participants or the quality of the membership experience?

The process could not proceed without a clear vision of what growth looks like over the next five years for TUC. While the components of areas of growth are plentiful, essentially the driving piece that needed to be answered was an 'either or' question.

At the end of the day, is club growth driven by increase in participation or increase of the quality of the membership experience? Both are important, but ultimately one needs to be the "trump" that sets many of the club's priorities and creates the lens to look at the role of all of our deliverables.

Over the past five years, the club's leading direction has been to develop robust growth while providing a substantial level of service to the membership. Our primary business objective was to achieve 3000+ members and maintain growth of 5 to 7 per cent annually over that period of time. The question was whether we now set the participant bar higher (while maintaining a good level of service to the membership), or change our focus. Through the club's evolution, the realization that a focused approach of the club's direction would allow resources to be allocated (talent, time and money) in a strategic manner to ensure the will of the membership and the growth of the club's best interest would be taken into account.

The clear response from our focus group was that *growth for TUC should be defined as the quality of the membership experience*. It was also noted that growth in numbers could result organically from an emphasis on a quality TUC experience. That quantitative growth would not be discouraged as long as it did not impact the overall value in the membership experience.

From this definition of growth stemmed a clear direction for the future. In this revised Strategic Plan you will find a new Business Objective, Mission, and Vision for the Club. Our core values have also been condensed to provide 3 standards of behaviour for the Club that we feel most strongly about. Last and definitely not least, this Plan outlines the 5 key priorities that will drive TUC's pursuit of its Mission and Vision. These priorities are supported by critical strategies for achievement and those strategies will

dictate the actions that we take in pursuit of excellence. The net result of our actions will be the growth in quality of the TUC member experience.

The document is intended to be simplified from our previous Plan, but trust us when we say we've got a lot of work to do! And by 'we' we mean YOU, the TUC member. The Toronto Ultimate Club is truly driven by its members and your feedback and support is critical to our success. Big or small, every contribution to TUC counts! For more information on how you can be involved email volunteers@tuc.org

Business Objective of the Toronto Ultimate Club

Our business objective is to emphasize and enhance the quality of the T.U.C. experience for its 3000+ members.

Core Values of the Toronto Ultimate Club

Values guide our behaviour in fulfilling our Mission and achieving our Vision.

Integrity

We honour our membership through fairness, transparency, and consistency in our decision-making and we value teamwork. We uphold the 'Spirit of the Game' and endorse an environment that nurtures cooperation and respect.

Excellence

We exceed professional standards of achievement and service. We provide strong leadership and accountability to our membership through management, communications, and education. Our end goal is to maximize enjoyment of the sport and the Club for individuals of all skill and background.

Citizenship

We are privileged to play Ultimate in Toronto and we reciprocate this honour through stewardship in the community and environmental responsibility. We embrace our civic partners and stakeholders and we welcome all residents and visitors to join in our success.

Mission of the Toronto Ultimate Club

The Mission of the Toronto Ultimate Club defines who we are and why we exist. It also identifies how we as a Club view the concept of growth. Our Mission:

The Toronto Ultimate Club is the leading organization that provides the highest quality Ultimate experience to the greater Toronto community. Its growth is measured by member value and is driven by integrity, excellence, and citizenship.

Vision of the Toronto Ultimate Club

The Vision of the Toronto Ultimate Club describes who we want to be. Through the performance of our Mission we will achieve this dream. Our Vision:

The Toronto Ultimate Club is the hub of Ultimate Frisbee in the greater Toronto community. We are renowned as the city's top destination to discover, learn, and enjoy the sport of Ultimate.



TUC Strategic Priorities 2012 - 2017

Through achievement of our Strategic Priorities we will execute our Mission and strive towards our Vision. Our Core Values will guide our behaviour in the execution of Strategic Priorities.

Priority: Highest Quality League Experience

Strategy 1: Quality = field location + field condition + times available

Strategy 2: Enhance web-based league management software

Strategy 3: Improve League & Membership Value to Typical Local Player

Strategy 4: Captains Development Plan

Priority: Spirit of the Game

Strategy 1: League & Event Programs

Strategy 2: Coaching & Linkage to Elite Ultimate

Strategy 3: Spirit to Promote Awareness of the Game

Priority: Marketing & Strategic Partnerships

Strategy 1: Sponsorship Plan

Strategy 2: Branding of TUC

Strategy 3: Enhance Stakeholder Partnerships

Strategy 4: Utilize Social Media

Priority: TUC Experience Under the Age of 25

Strategy 1: Regionalized and Age-Specific Juniors Leagues

Strategy 2: Scholastic Ultimate Programs and Partnerships

Priority: Social & Interactive Opportunities

Strategy 1: Host 1 or 2 Larger Social Event(s) Annually

Strategy 2: Volunteer Management Program

Strategy 3: League Social Interaction