

TORONTO ULTIMATE CLUB STRATEGIC GUIDE 2007 & BEYOND

A Long-Term Vision for the
Future of Ultimate in the GTA

January 1, 2007



Introduction

We are pleased to present the Strategic Guide for the Toronto Ultimate Club! In November 2005, the Board of Directors endorsed the TUC General Manager to facilitate and draft a new Strategic Plan for TUC. The report serves to address the needs of the Club via a long term plan. It is a tool that will guide the Club in its future ambitions.

Please note that this guide is an abbreviated version of the TUC's Strategic Plan, intended to highlight our framework for success. If you are interested in volunteering and seeing the full 29-page report, please contact gm@tuc.org.

The Toronto Ultimate Club still remains a volunteer-driven Club and its success is directly linked to the contributions of its members. For the Plan to thrive and our Club to reach new heights, our members must take ownership of this Plan. Staff and committee leaders can guide the process and execute various initiatives, but they cannot do it alone. We hope that everyone can contribute to making this Plan a major success.

Overview of the Toronto Ultimate Club

In 2007 the Toronto Ultimate Club enters its 27th year of existence. The Club was incorporated in 1995 as a not-for-profit organization. In 1997 the TUC breached the 1000 member mark, a sign that Ultimate was here to stay in Toronto. Through the late 90's the Club grew by an average of 30% per year. In 2004 a new milestone was achieved, with over 3000 members.

The Toronto Ultimate Club operates on a yearly fiscal budget intended to balance at \$0, standard procedure for a not-for-profit sport entity. The Club's total operating expenses average \$440,000 (based on 2005-2006) and are funded primarily by league dues and membership fees.

Ultimate as we know it, is a sport on the rise. Large numbers of elementary and high schools are offering Ultimate in their programming as a healthy means of physical activity. Adults of all walks of life, ranging from 18 to 40 years of age, are taking to the sport. Elite level Ultimate is gaining more attention as a high performance sport, with Toronto touring teams consistently challenging for top spots at the Canadian Championships. Awareness of Ultimate in general is growing.

The Toronto Ultimate Club needs to play a leadership role in fostering the best possible 'Ultimate experience' for this audience. Faced with new challenges – decline in membership growth, rising age demographic of membership, and field and facility requirements – TUC must address these needs and take on new responsibilities and liabilities. We need to rebuild our membership and establish a true sense of community within the Club. TUC should be known as THE place to play Ultimate, not only locally but nationally and throughout the world.

Mission of the Toronto Ultimate Club

The Toronto Ultimate Club is a not-for-profit organization that provides a quality Ultimate experience, dedicated to the integrity of the sport and the Spirit of the Game, in the greater Toronto community.

Vision of the Toronto Ultimate Club

The Toronto Ultimate Club is a world-class community sport organization. We provide Ultimate leagues and programs that foster player development, social activity, and community involvement. Our club is well-managed, resourceful, and open to all.

Core Values of the Toronto Ultimate Club

Integrity

We believe in fairness, honesty, and consistency in our decision-making and communications.

Respect

We honour and trust our members and seek to understand their needs. We value teamwork and appreciate our volunteers and supporters.

Accountability

We deliver on our promises and never make the same mistake twice. We willingly accept the responsibility that we have to our members.

Excellence

We set high standards of achievement and service. We strive for exceptional leadership in management, in communications, and in education for our members.

Citizenship

We are privileged to play Ultimate in Toronto and we reciprocate this honour through stewardship in the community. We welcome all residents and visitors to be a part of our success.

Fun

Our Ultimate belief is enjoyment of the sport. We uphold the 'Spirit of the Game' and endorse an environment that nurtures cooperation and sportsmanship.

TUC Main Goals & Key Strategies

The Toronto Ultimate Club will achieve its Vision through perfect execution of its Mission. The Mission is accomplished by setting goals to which our efforts are aimed. Key Strategies are specific things that we can do to reach these goals. Our Values guide our behaviour in this pursuit of the TUC Vision.

Goal 1: Provide the Highest Quality Ultimate Leagues & Programs

Key Strategies:

- Secure the highest quality of 'Ultimate' fields that fulfill league capacity
- Enhance Club administration, governance, and services
- Maximize product offerings and membership value
- Long term field development initiatives
- Ensure financial viability and sustainability of the Club

Goal 2: Development of Ultimate Players

Key Strategies:

- Establish a premier Juniors Program in the GTA
- Provide organized coaching and educational programs
- Improve skills, comprehension, and SPIRIT of the Game
- Support and enhance high competition players and programs

Goal 3: Club Social Activity

Key Strategies:

- Cultivate a sense of community and loyalty within the Club
- Provide world-class events
- Advance volunteers program in recruitment, support, and appreciation

Goal 4: Enhanced Community Involvement

Key Strategies:

- Establish a network of communications and alliances
- Promote awareness of TUC and the sport of Ultimate
- Build corporate partnerships/sponsorships

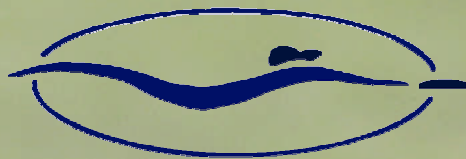
Summary

Now that we have established the framework for where we want to be as a Club and the manner in which we get there, this year will see the implementation of many of these goals and strategies. We want to grow the sport. We need to re-establish our internal community and expand our external community. We can make Ultimate mainstream in Toronto. We'll position TUC as a leader in its industry and control the target market. We'll focus on the 'Ultimate experience' with respect to player, social, and community values. We need to bring Spirit to a new level. We'll do it all with belief and confidence in our capabilities and our values. We will become a world leader in Ultimate!

It was not too long ago that a small group of players excited about Ultimate came together and decided to organize a Club, despite having no experience doing so. That spirit is the foundation of who we are. A quality experience for Ultimate players, by Ultimate players. So long as we continue to contribute and seek the best for our members and players, our Club will embody that spirit and achieve its Vision.

Volunteer!

If you have read this document now is your time to stand up and help the Toronto Ultimate Club strive for its Mission and Vision. You may not think you have what it takes, but you'd be surprised what you can do to help the Club. Big or small, every contribution counts. For more information on how you can be involved email gm@tuc.org or call us at 416.426.7175.



Contact: Toronto Ultimate Club
1185 Eglinton Ave East - Suite 703, Toronto, Ontario M3C 3C6
Phone: 416-426-7175, www.tuc.org