

# STRATEGIC PLAN 2008-2012



ASSOCIATION DE ULTIMATE DE MONTRÉAL



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## Introduction

Since its inception, the AUM has enjoyed phenomenal growth: from a small core of passionate players to more than 2200 members, it has become the largest Ultimate players association east of Ottawa.

With this growth has come several challenges and the AUM must find a way to face them. We must rethink our actions, our methods and our traditions; as well, we must identify which ones will be useful in the future and replace those that will not. We can do this by putting to good use our passion, our creativity and the Spirit of the Game.

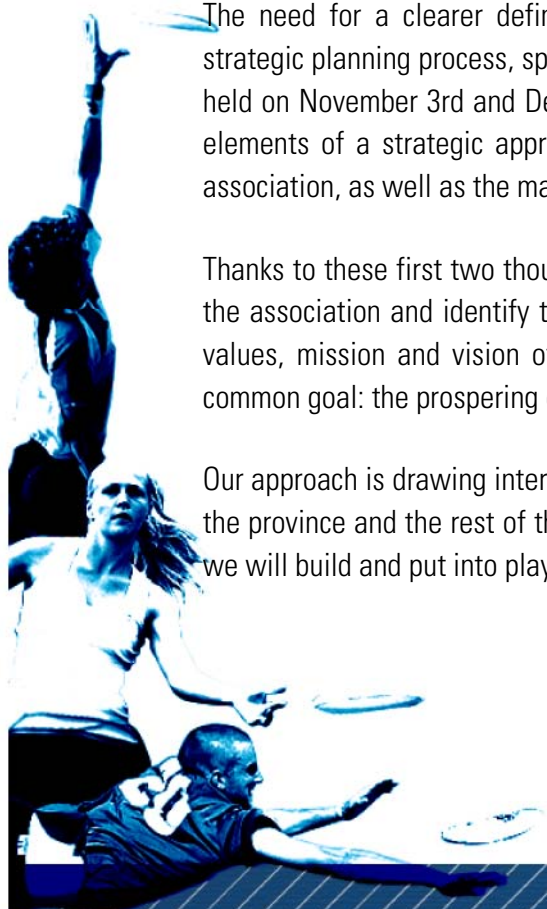
We must foster a climate of continued learning and forward planning that will allow us to stay ahead of trends in the market and to better serve our members.

The AUM must assert its identity and establish where it is at in terms of its development as a sporting association. It must choose a direction, how and when to get there and, most importantly, why!

The need for a clearer definition of its function has prompted the AUM to initiate a sustained strategic planning process, specifically by organizing four retreats for its members. The first two were held on November 3rd and December 8th, 2007. The goal was to draw attention to the fundamental elements of a strategic approach: the mission, the vision, the core values, the main goals of the association, as well as the major stakes that it must keep in mind.

Thanks to these first two thought-provoking retreat days, we were able to close in on the essence of the association and identify the major stakes at hand. We believe that each member can adopt the values, mission and vision of the AUM. Moreover, we are now able to work together towards a common goal: the prospering of Ultimate in Montreal.

Our approach is drawing interest not only from the local Ultimate community but also from the rest of the province and the rest of the country. All eyes are fixed on us because our peers want to see how we will build and put into play our strategic plan. Let us be proud of our effort!





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The 2008-2012 strategic plan is meant to be a working document and a source of inspiration. It was formulated to help identify the raison d'être of the AUM and establish its five-year plan.

This is by no means the final document to see the light of day during this period of review and reflection at the AUM. It is, however, the definitive document meant to set the tone and the direction of the association's future activities.

This strategic plan is not carved in stone; there is room for adjustments, changes, and above all, improvements. Therefore, we invite you to carefully read through it, criticize it, and present your ideas or alternatives - whether or not they build upon these notions or they simply differ from them.





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## Structure

Here is a brief explanation of the structure of our strategic plan. Foremost, it is important to fully understand the state of affairs because with this information we will be better equipped to level the playing field.

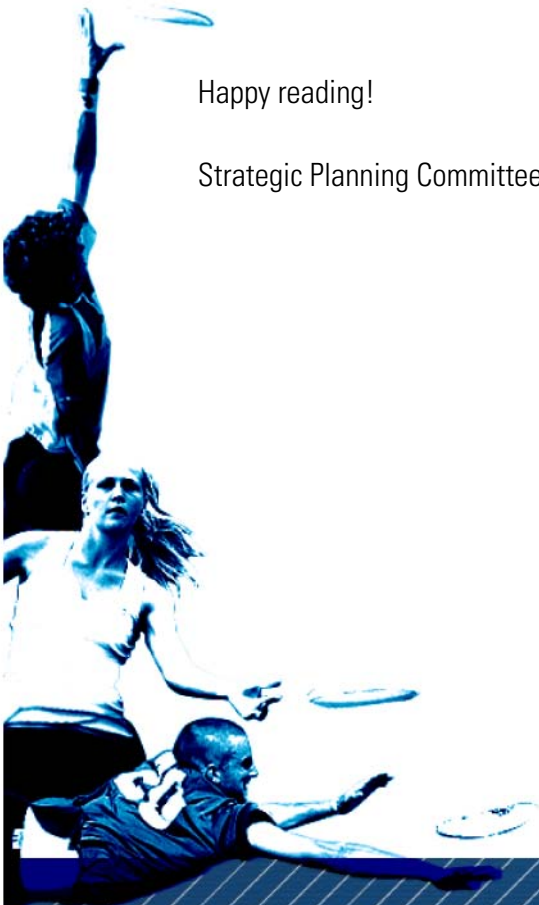
Next, we must clearly define our role. Thus, there are three concepts that are crucial to strategic planning and help define an organization: the values, the mission, and the vision.

First off, the values are an organization's deeply held driving forces and highest priorities. You could say that it is the blood that courses through our veins. Next, the mission is the precise description of our raison d'être for the next five years. The vision is simply the full picture once our mission is accomplished.

Finally, the main goals and strategy set the tone for how the association plans to complete its mission while attaining the state described in its vision. It is a seemingly simple approach, but what great efforts to get there!

Happy reading!

Strategic Planning Committee





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## Status

The Montreal Ultimate Association will soon turn 15 years old and during these first years it has enjoyed incredible growth to become one of the largest Ultimate associations in Canada. Although the sport first came to Montreal in 1984, the 1993 season truly signalled the start of an Ultimate league that eventually became the association we know today. Eight teams participated in the launch of that league and the games were played at the Douglas Hospital, where the Canadian Nationals had taken place in 1991. Ten teams signed up for the summer league in 1994, 16 in 1995, 20 in 1996, and 166 in 2007! That's 2200 members participating in the various games organized by the AUM yearly.

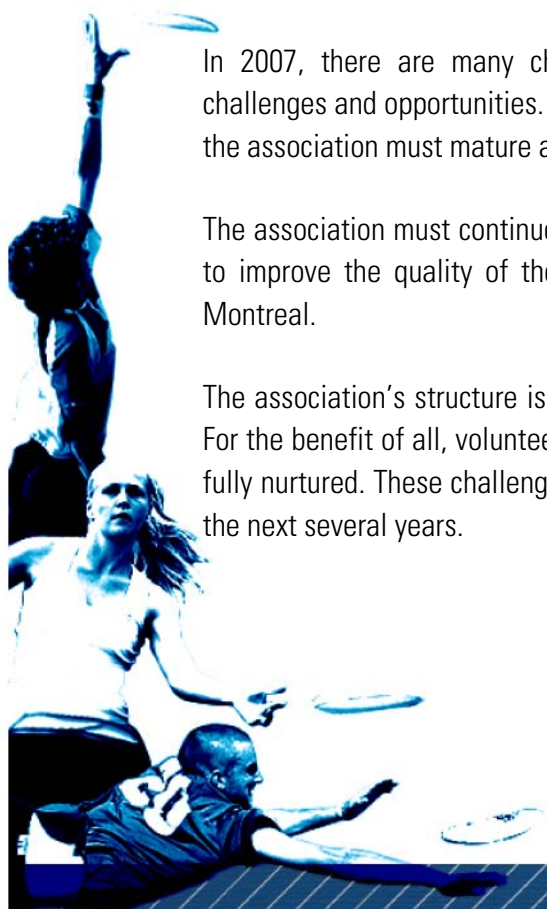
The AUM is a non-profit organization that employs two full-time employees and administers an annual budget of \$300 000, generated mainly from the membership dues.

The remarkable expansion of the past few years carries with it many challenges and raises important questions of strategy. The AUM is at a turning point in its existence: the membership boom means the association must be strong so it can respond to its members needs and to guarantee the future of Ultimate in Montreal.

In 2007, there are many challenges. The association's growth has brought its share of both challenges and opportunities. Besides responding to the need for more playing fields of better quality, the association must mature and address concerns on many levels.

The association must continue to support the competitive level but it also needs experienced players to improve the quality of the league games that will allow the junior level to really take off in Montreal.

The association's structure is outdated and must be remodelled to satisfy present and future needs. For the benefit of all, volunteers must be offered better support and their sense of belonging must be fully nurtured. These challenges and opportunities will remain an integral part of our main goals over the next several years.





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# Montreal Ultimate Association (AUM)

## **Mission**

To encourage the practice and development of recreational and competitive Ultimate in the Montreal metropolitan area, by promoting and upholding the Spirit of the Game.

## **Vision**

To embody the spirit of Ultimate in Montreal.

## **Values**

### Respect

Integrity and honesty influence all the association's activities. Our members are the very embodiment of the AUM. We respect their needs and cherish their desire to get involved.

### Leadership

We offer a solid and reliable framework that values excellence and ensures steady leadership in the organization and the development of Ultimate in Montreal.

### Knowledge sharing

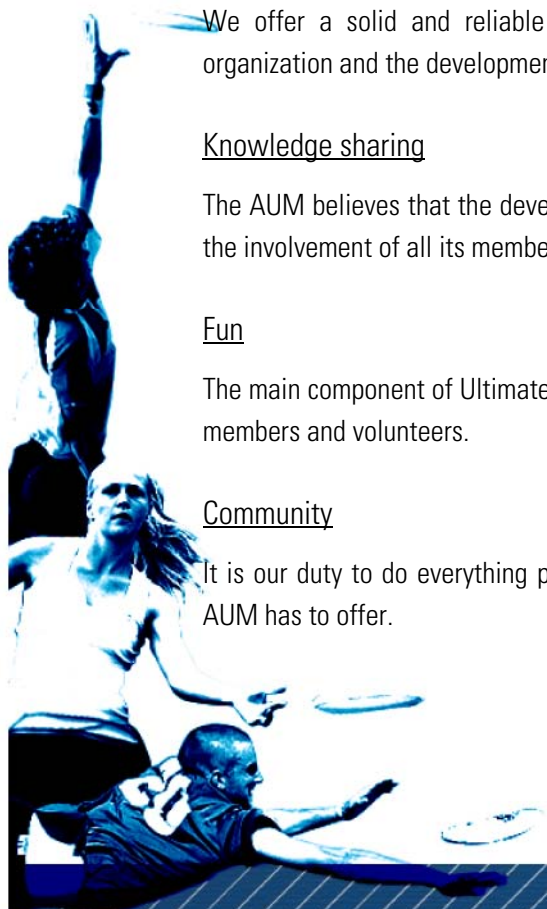
The AUM believes that the development of a tradition of excellence starts with the sharing of knowledge and the involvement of all its members.

### Fun

The main component of Ultimate's spirit is fun, and the AUM strives to create a climate of fulfillment for all its members and volunteers.

### Community

It is our duty to do everything possible so that everyone and anyone can enjoy the various services that the AUM has to offer.





## Main goals and strategy

1. To offer the best Ultimate products and services in Montreal
  - Protect, acquire and develop first-rate playing fields
  - Set up a solid administrative framework suited to the demands of the association's strategies.
  - Maximize the value of money obtained from membership dues
  - Ensure the long term viability of the association
2. Develop the playing level of Ultimate players
  - Establish a junior league
  - Convey the Spirit of the Game
  - Improve the players' knowledge of the game and its rules
  - Further develop and support the competitive programme
  - Develop and offer tools to support the recreational teams
3. Vitalize events and activities
  - Recruit volunteers and acknowledge their contribution
  - Develop efficient communication tools and systems
  - Promote members' sense of belonging and loyalty to the AUM
  - Encourage and support the sharing of knowledge
  - Organize and attract high-level events
4. Promote the importance of Ultimate in Montreal
  - Create a dialogue with government decision-making bodies
  - Develop media relations
  - Develop corporate partnerships





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## Get involved

Now that we've taken a look at ourselves and have been able to establish our values, we have redefined the mission and the vision of the AUM by pointing out what it is now and what it will become. And so, it is not so much a transformation as it is an evolution of sorts; using our experience and our strengths to grow within this learning process. The rapid development of our sport can be seen all over the Montreal metropolitan area and all over the world. In this new millennium, the Montreal community has quadrupled, and with it a fair share of challenges. This rapid growth has made it difficult to reach new members and to provide personalized service in the community. We are aware of the new challenges and we aim to get closer to our members, to increase our presence and visibility, to offer more activities, more leagues, and more Ultimate. Our goal is to foster a sense of belonging with the AUM so that your experience of the game is as positive as possible. We want to bring the members closer together so the Spirit of the Game can be felt easily and accepted by everyone.

Our objectives have been established with your help, and the countless hours you have contributed have been fruitful because we are now at the point where we are concretely working on our main goals. The AUM still needs your commitment: to follow the rules of spirit, to help with the development of new players, to work on new initiatives, and to spread the influence of our association. Our aspirations can go as far as you wish to carry them. If you like what you have read and want to join the team, contact us at [social@montrealultimate.ca](mailto:social@montrealultimate.ca).





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## Acknowledgements

The success of a strategic planning process is dependant on the contribution of those who, from near or far, have put their noses to the grindstone.

I would like to thank Executive Director Shiellah Quintos, who has been an integral part of the AUM since 1998, for her support and vision of the association's need for strategic planning.

Thanks also to the members who have demonstrated their special bond with the association by donating time to work on the retreats: Heidi Barkun, Alex Benoit, Emmanuelle Buron, Pierre-Paul Champagne, Daniel Champagne, Vincent Drolet, Renée Dumont, Mike Gonshor, Toby Goodfellow, Sparta Humphreys, Sébastien Labbé, Simon-Philippe Lebel, Christine Lord, Marie-Suzanne Menier, Andrew Prevost, Dominique Roy, Mike Venditti, Benoit Duhamel, François Gagnon, Marie-Josée Levasseur, and Suzanne Wavroch.

Finally, very special thanks to two individuals who were deeply committed to building the strategic plan, on Thursday mornings and more, for weeks on end: Jean-Lévy Champagne and Guillaume Béland, both members of the Strategic Planning Committee.

Thanks to all of you for giving more than just time but also lots of heart. The AUM will grow to be stronger and more solid thanks to you.

Jacques Cantin, President

Strategic Planning Committee

2007-2008

