



PAKMEN

VOLLEYBALL

Strategic Plan 2024-29

Mission

Pakmen engages, motivates and inspires youth by offering high quality, innovative programs and experiences where everyone can thrive and achieve their goals.

Vision

Pakmen will be recognized as the most inclusive, diverse and successful volleyball club in North America.

Pakmen's Priority Areas

Development

- ▶ Pakmen values the importance of offering holistic programs that are designed to help develop a complete, well-adjusted individual, i.e., person, athlete, player.
- ▶ The club will provide a clear development pathway and support for all participants regardless of abilities to enable everyone to achieve their individual goals.

Excellence

- ▶ Pakmen will offer high quality programs and experiences supported by qualified coaches and a defined curriculum.
- ▶ The club will ensure the same level of support and attention is provided within all of its programs from high-performance to grass-roots.



Pakmen's Priority Areas

Sustainability

- ▶ Pakmen will strive to expand the sport of volleyball to new communities and demographics.
- ▶ The club will recognize and compensate its professional staff to attract qualified personnel and ensure retention.
- ▶ The club will continue to grow its reserve fund with a view towards acquiring/building its own facility over the next 5 years.

Operations

- ▶ Pakmen will provide excellent customer service to ensure membership growth and retention.
- ▶ The club will implement organized systems and processes for all of its rep team and development programs.
- ▶ Pakmen will adopt best practices to ensure administrative efficiency and financial management of the club.

When Pakmen achieves these priorities:

Development

- ▶ All Pakmen members and program participants will have access to a clearly defined selection of program options and initiatives that accommodate their individual needs and aspirations.
- ▶ Participants will be able to satisfy their personal growth objectives.

Excellence

- ▶ Pakmen will achieve the highest levels of satisfaction across all of its programs from grass-roots to high-performance.
- ▶ Pakmen will be recognized as the most successful volleyball club in North America



When Pakmen achieves these priorities:

Sustainability

- ▶ The club's membership will have grown by 25%.
- ▶ Pakmen will be the foremost employer of full-time volleyball coaches in Canada.
- ▶ Pakmen will own and operate its own facility.



Operations

- ▶ Pakmen will be a recognized as a leader and trusted partner in the volleyball community in Ontario and Canada.
- ▶ Pakmen will establish itself as the model for best practices in how to successfully operate a youth sports club.
- ▶ The club will achieve financial self-sufficiency.

In order to achieve these priorities Pakmen will:

- ▶ Implement a systematic evaluation of all the club's program offerings and initiatives to ensure that participant's expectations are being met.
- ▶ Refresh or replace programs regularly or whenever necessary to ensure engagement, enthusiasm and high-levels of participation and satisfaction.
- ▶ Increase the opportunities for entry into all club programs for all ages and abilities.
- ▶ Implement programs and services that enable participants to reach their potential and succeed.
- ▶ Ensure that club programs adhere to the Long Term Athlete Development (LTAD) model for the sport of volleyball.
- ▶ Continually enhance its high-performance programs, both indoor and beach to enable a pathway to post-secondary school programs as well as Team Ontario and National Teams.

In order to achieve these priorities Pakmen will:

- ▶ Encourage and support professional development opportunities for all of its coaches and program leaders.
- ▶ Maintain a commitment to the development of a professional coaching career path.
- ▶ Implement responsible financial practices to enable the establishment of both a healthy bottom-line and year-to-year growth in its reserve fund.
- ▶ Implement a facility fund generating strategy.
- ▶ Take advantage of all available resources to promote the club's programs and offerings.
- ▶ Wherever possible, leverage external revenue sources from both government and private sectors.
- ▶ Identify and implement governance and operational efficiencies including financial management and reporting.



We will know that we are successful because by 2029:

- ▶ Participant numbers will have increased by 25%.
- ▶ All programs are operating at full capacity.
- ▶ 80%+ participants give the club a minimum very satisfied rating.
- ▶ All training programs will adhere to Volleyball Canada's LTAD model.
- ▶ Pakmen athletes – boys and girls - represent a minimum of 25% of Team Ontario members for both indoor and beach teams.
- ▶ Pakmen athletes have been selected to indoor and beach National Teams.



We will know that we are successful because by 2029:

- ▶ 25% of the club's coaches and leaders are employed on a full-time basis.
- ▶ The club will continue to maintain a healthy reserve fund with the aim of further expansion.
- ▶ The club will have completed construction or acquisition of its own volleyball facility.
- ▶ The club is recognized as the model sports club and organization in Ontario and Canada.



Pakmen is guided by its Values

Volleyball is Fun, Inclusive and Safe. Volleyball for Life.

- ▶ **Excellence** - We offer high quality programs and experiences supported by dedicated coaches and curriculum.
- ▶ **Fun** - We provide positive experiences for all youth.
- ▶ **Collaboration** - We build relationships and work collaboratively with others.
- ▶ **Diversity** - We work hard to recognize and eliminate cultural, economic and social barriers to ensure opportunities are available to all youth.
- ▶ **Sustainability** - We build organizational capacity by attracting, training and retaining dedicated staff; and by investing in the development of wholly-owned and operated facilities.
- ▶ **Accountability** - We are honest, respectful and accountable for the decisions we make regarding the programs and services delivered to our community.
- ▶ **Passion** - We are passionate about our sport and are dedicated to enhancing the experiences of our members and expanding the sport to reach new communities and demographics.