

DRAFT - IGLA Strategic Plan

1 MISSION STATEMENT

IGLA is the world's foremost international organization solely devoted to developing and promoting LGBT swimming, water polo, diving, and synchronized swimming.

Our mission is to promote participation in aquatic sports among lesbians and gay men and friends of our community, and to ensure maintenance of the highest standards for LGBT aquatic competitions and IGLA Championships.

2 WHAT WILL IGLA BE LIKE IN 2012?

- a IGLA is renowned as a strong, participatory voice in both gay & lesbian sport, and each aquatic discipline, from the grassroots all the way up to international levels. IGLA is actively involved with all appropriate aquatic and sporting associations at a local level through our member clubs, and at continental and international level through IGLA board representation, to ensure that the LGBT aquatics community is well represented and influencing the agenda for inclusion and diversity.
- b IGLA is an efficient and valued conduit for information about gay and lesbian aquatics, within and outside the gay and lesbian community.
- c IGLA is dedicated to the competent hosting of high-quality yearly championships, representing all five disciplines: swimming, water polo, diving, synchronized swimming, and open-water swimming. These championships are hosted, and draw from, around the world. In the preparation process, IGLA is seen as a valuable and supportive partner.
- d IGLA has an efficient, resource-light mechanism to promote, support, and assist other aquatic events which are developed for the gay and lesbian community. IGLA strives to ensure that all gay and lesbian aquatics is delivered to the best possible standards.
- e IGLA's membership is reflective of the true nature of gay and lesbian aquatics worldwide.
- f IGLA pro-actively assists gay and lesbian athletes in locations without an LGBT team, through virtual connection, or through assistance with the creation of a local club.
- g IGLA is a viable - and valuable - community hub for member clubs and teams.
- h IGLA is financially stable.
- i IGLA has established a tradition of honouring service within the gay and lesbian community, through the presentation of an annual award.
- j IGLA maintains an archive of gay and lesbian aquatic history, ensuring that our stories are kept for future generations. This archive includes the recording of records, from IGLA Championships, and for registered gay and lesbian swimmers worldwide.
- k IGLA is volunteer rich; many people contribute to the various elements of this strategic plan.
- l IGLA is a model of good governance, with effective board structure and actively involved committees.

3 What action is required to get to where we want to be?

a Strong Participatory Voice

- i) IGLA actively promotes itself as an organization.
- ii) IGLA promotes and supports member teams with team development, strategy, and resources.
- iii) The IGLA Board works to maintain rigorous standards in evaluating partnerships and opportunities with IGLA and IGLA team interests being at the core of any decisions.
- iv) The IGLA Board meets with international organizations to discuss opportunities for partnership.

b Conduit of Information

- i) Develop an aggressive yet efficient communications strategy.
 - (1) Add a Communications Director as a new board member, or as an expanded version of the Webmaster role.
 - (2) Build a database of media contacts. Regularly send press releases to these contacts.
- ii) Constant Contact Strategy
 - (1) Co-Chairs and Co-Presidents make regular contact with teams in their region: both member and non-member teams.
 - (2) Quarterly conference calls (or web meetings) with all IGLA team reps.
 - (3) Develop leadership roundtables on a regional basis for team captains or their designees, to be conducted by conference call, list-serve, or skype.

c Hosting of IGLA Championships

- i) The process for bidding for the IGLA Championships is simplified and demystified. Bid packages and information are routinely sent (bi-annually) to all IGLA member clubs to encourage hosting.
- ii) Work with bidding cities for quadrennial international games BEFORE they are chosen as hosts.
- iii) Develop an IGLA standards letter for bidding teams to sign. Their commitment to host the meet to IGLA's standards becomes a feature of their bid, and our guarantee that they will follow the IGLA guidelines.

d Promotion of other Aquatic Events

- i) Pro-actively maintain calendar. Routinely remind all member clubs (and known non-member clubs/organizations) of the calendar on IGLA's website.
- ii) Include upcoming meets/calendar in Wet Notes, and provide space for hosts to submit articles to promote their events.
- iii) Provide a central repository for advertising opportunities, so that opportunities to promote events in programs, loot bags, etc. are shared globally.

e Membership Grows, and Reflects Global Diversity

- i) IGLA Co-Presidents and Co-Chairs maintain constant contact with non-member teams, keeping them informed of IGLA's activities, and encouraging participation.
- ii) Recently formed teams, and teams in areas of economic difficulty, have fees waived or subsidized. (For instance, develop an adopt-a-team program. i.e. Montreal ACC has adopted the new team in Bulgaria. Develop partnerships which support both financially and morally.)
- iii) The IGLA board continually monitors to ensure that membership has compelling, tangible benefits.
- iv) The IGLA board develops a system that is the most effective for this monitoring.
- v) IGLA develops a scholarship scheme to encourage teams to expand their participation in other aquatic disciplines: diving, synchronized swimming, and open water swimming.

f Virtual Membership

- i) Develop a mechanism for assisting gay & lesbian swimmers in areas without an existing team.

g Viable and Valuable Community Hub

- i) Develop both online and offline opportunities to create community. The creation of a stronger sense of community results in stronger affinity, volunteer participation, financial support, and organizational passion.
- ii) Create a community centred website, with opportunities to blog about recent competitions, post photos, celebrate local team accomplishments, etc.

h IGLA is Financially Stable

- i) IGLA develops yearly and long range budgets which support our strategic plan.
- ii) IGLA runs with a modest surplus. Surplus funds are immediately designated to growth projects.
- iii) IGLA attracts sponsorships to help deliver new and existing programming and services to member organizations.
- iv) IGLA holds an annual swim-a-thon type event concurrently at all member clubs, to raise funds for those in need. (Perhaps 50% of money raised goes to assist local swimmers for fees, away-events, etc; 50% goes to international needs.)

i Establish Annual Award(s)

- i) Establish the tradition of annually honouring one or more people who have contributed to the visibility and success of gay and lesbian aquatics.
- ii) IGLA keeps record of recipients, with their accomplishments, on our website.

j Maintain an Archive of Gay & Lesbian Aquatic History

- i) Establish a partnership with an existing gay and lesbian archive (i.e. the Canadian Gay Archives) to maintain elements of our history.
- ii) Continue to maintain records from the IGLA Championships; leverage technology to expand our record keeping to include achievements by LGBT swimmers at other meets.

k Volunteer Rich Organization

- i) Develop a clear volunteer strategy to further develop our volunteer base.
- ii) Actively develop the richness of our volunteer base by broadening volunteer commitment levels: from small tasks to existing longer term commitments.
- iii) Increase member team's involvement in the combined efforts of our organization, by developing programs which encourage participation.
- iv) Encourage each member team to have a presence on at least one of our committees.
- v) Develop a volunteer development package that IGLA Clubs can use. This becomes a benefit of IGLA membership.
- vi) Run volunteer development workshops every two years. This also becomes a benefit of IGLA membership. This may include:
 - (1) Competition officials
 - (2) Coaching
 - (3) Club Officials
- vii) Develop generic promotional material that IGLA clubs can pick up and adapt to use themselves.

I Effective Governance and Committees

- i) IGLA demonstrates excellence in organizational management, creating systematic approaches to communications, membership, finance, championships, outreach, and governance.
- ii) The IGLA Board is restructured to reduce the likelihood of conflicts of interest and to focus Board's energies on IGLA's mission.
- iii) The IGLA Board provides support to committee chairs.
- iv) Strong committee chairs are elected by the membership.
- v) Committees work in transparency in relation to the Board and the IGLA membership.
- vi) Committees have twice annual conference calls. Committee minutes are published on the IGLA website.