



WATERLOO MINOR SOCCER CLUB STRATEGIC PLAN 2018 - 2020

VISION: Youth will grow into healthy, well adjusted contributing members of society.

MISSION: WMSC mentors youth as they engage in an active lifestyle, learn life skills and values and pursue their goals.

VALUES: Organizational values: good governance, responsible leadership; Ethical and accountable; Respect, honest and fairness for all stakeholders; Open, transparent communication; Collaboration, cooperation; Diversity, accessibility and inclusion; Excellence and professionalism.

ORGANIZATIONAL DIMENSIONS

PARTICIPANT

GOAL: To teach, support and promote the game of soccer in an exceptional environment, to play the game at all levels.

PROGRAM STRATEGY

| Recreational | Competitive | High Performance | Camps | Furthering Sport |
|--|--|--|--|--|
| Research and identify opportunities to increase recreational programming for specific groups.* | Develop and communicate program outlines for each level of play within the club. | Build, charter and work-plan to meet the expectations of the league. | Identify and build on existing camp programming within the club. | Work alongside PSO, NSO, municipality, school boards and other agencies to support development of the sport. |
| Develop an effective resource planning strategy (volunteers, budget, staff, timing, etc); | Define a coach recruitment, training, retention and appreciation strategy. | Build program evaluation process for the completion of Year 1. | Build marketing and communications strategy. | — |
| Design recruitment strategy for newcomers to Canada; | Develop and implement a marketing strategy to create awareness for the Club. | Develop and implement a marketing strategy to create awareness for the Club. | — | — |
| Define & articulate our market differentiation. | Promote the continued development and implementation of player pathways. | — | — | — |
| Define a coach recruitment, training, retention and appreciation strategy. | — | — | — | — |

* Toddler physical literacy program, Active Start, FUNdamentals, Learn to Train, Soccer for Life, Walking Soccer, Stars Program

INTERNAL PROCESSES

GOAL: To enable excellent participant experiences through effective internal support processes.

Technical Strategy

Create annual Technical Plan and integrate/align into individual performance metrics.

Define a Strategic Partnership Strategy

University partnership opportunities; Corporate Sponsorship Strategy; Collaboration with Community Organizations (Special Olympics Ontario); Partnerships with semi-professional and professional Clubs/leagues.

Facility Allocation Strategy

Define principles and values; Prioritize programs vs. facility usage.

Develop Marketing & Communication Strategy

Develop marketing and communication strategy.

Surveys

Define and renew membership surveys; Develop periodic staff survey program; Develop periodic coach and manager survey program.

Define Complaint Handling Process

Define Complaint Handling Process (with a technology focus); Build documentation collection & storage process for complaints.

ORGANIZATION CAPABILITIES

GOAL: Develop and create a strong organization with administrative excellence that values people resources.

Intended Culture

Continue to cascade organizational values into individual job descriptions; Identify regular Professional Development opportunities (ie. Conflict resolution workshop, etc).

Staff Structure

Ensure right skills in the right roles; Implement goal setting process; Build mechanism to manage workplans; Build routine reporting system that will roll up to the TD, ED and BOD to demonstrate progress on the annual operational plan.

Effective Board

Facilitate a board development process to identify priority improvement opportunities; Develop a progress monitoring tool for the priority areas.

Volunteer Strategy

Build and specify a volunteer management process.

FINANCE & ADMINISTRATION

GOAL: Promote the efficient stewardship of resources and accountable financial practices that align with the values of the organization.

Administrative Excellence

Promote Intended Culture values within administrative processes; Identify opportunities to improve efficiency, effectiveness and use of technology; Build a comprehensive policy manual for the membership; Build an internal policy and procedure "manual".

Financial Sustainability

Ensure financial reporting is transparent and accountable to the membership; Promote revenue growth through expanded program offerings; Identify opportunities to improve financial practices.

Grant Opportunities

Research & identify grant opportunities available to the Club; Build workplans to satisfy the milestones of each grant.