



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.