



International  
Academy  
Waterloo

# STRATEGIC PLAN

2022 - 2024



## Purpose

Build community  
through soccer

## Vision

The leaders in sport excellence  
in the community/region

## Mission

Creating exceptional  
soccer experiences for all

## VALUES

### FOCUSED ON COMMITMENT:

Striving for improvement  
and success

### DRIVEN BY INTEGRITY:

Being accountable to  
our community

### UNITED BY TEAMWORK:

Achieving more together

## OBJECTIVES

### OBJECTIVE #1

Operational Plan

Efficiently operate as a club to  
deliver the best experience  
possible to all stakeholders.

#### KPI:

Engagement, retention

### OBJECTIVE #2

Player & Coach Development

Elevate program offerings  
through intentional program  
development and operations.

#### KPI:

Participation, engagement,  
retention

### OBJECTIVE #3

Communication Plan

Effectively communicate key  
messaging internally and  
externally.

#### KPI:

Awareness, engagement,  
retention

# OPERATIONAL PLAN

## STRATEGY

## GOAL(S)

STRATEGIC GROWTH

Develop plan for WMSC to own field space either as a joint venture with the City of Waterloo or private

ACCESSIBILITY

Attracting new communities (lower income, new immigrants, location, etc.)

OPERATIONAL PROCESSES  
ONBOARDING

Create clear operational processes from onboarding to exit for staff, volunteers, players, and parents to improve operational efficiency.

EVALUATIONS

Create consistent evaluations for staff, and volunteers to support their professional development and provide support

PROCEDURES

Create procedure manual that includes details of travel rules, license requirements, documents, etc.

YEARLY CALENDAR

Create a yearly calendar that includes details for marketing, events, operations, meetings (Board and Staff), AGM as a place for all the critical information to be accessible.

FINANCIAL PROCESSES

1. Improve efficiency of financial processes including timesheet submissions, submission of expenses, invoices, etc.
2. Create documentation and training on how to use new system and why this ties back to our values

FINANCIAL MODEL

Review fee/revenue driven model to find opportunities to increase accessibility, grow revenue, and improve quality of programming through resource support

FINANCIAL STABILITY

Create Development Fund to ensure long term financial stability for the club

# PLAYER & COACH DEVELOPMENT

## STRATEGY

COACHES, TEAM MANAGERS,  
& MATCH OFFICIALS

## GOAL(S)

1. Create a best-in-class technical operations through:
  - a. Development of curriculum and game model
  - b. Create standardized practices (training design, pre/post match expectations, player feedback IDPs)
  - c. Expand coach development opportunities
  - d. Set up coach reflection meeting with program managers (Program managers to lead)
  - e. Create opportunities to introduce new match officials to the club
  - f. Create welcome pack/info for coaches (Program managers to lead)
  - g. Create welcome pack/info for team managers


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PLAYER DEVELOPMENT

1. Improve player experience through clarity on expectations and standards
2. Creation of resources for players personal development

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PARENT EDUCATION  
& DEVELOPMENT

1. Improve parent experience through development and execution of the following items:
    - a. Expectations and standards (Program managers to lead)
    - b. Curriculum
    - c. Creation of communication chain of command established for complaints/concerns
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# C O M M U N I C A T I O N S

## STRATEGY

## GOAL(S)

### COMMUNICATION STRATEGY

1. Improve communication to all stakeholders on key club operations to ensure education and insight of programming and operations

### INTERNAL COMMUNICATION

1. Improve internal communications between staff to ensure effective delivery of key programming information
2. Include formal internal communication process (e.g. comms chain to parents, coaches, FAQs, etc.)

### SOCIAL MEDIA & WEBSITE

1. Increase engagement of members through effective use of social media channels and website
2. Creation of metrics dashboard

# C O N T A C T

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