

Calgary West Soccer Club					
Operational Plan 2021-2023 (to be reviewed)					
Strategic Priorities		Responsibility	Action Items	Time Frame	Milestones/Indicators
1 Governance and Leadership					
	• Conduct annual member surveys and questionnaires to solicit feedback.	Executive Director (or Director of Operations/General Manager)	All Staff and Board to review survey	At registration for indoor and outdoor seasons	Annual questionnaires applied, analysed and reported
	• Conduct an annual review of our strategic priorities/activities against our performance indicators.	Chair	All Staff and Board to review	January/February 2021 ahead of AGM	Annual review performed and reviewed at AGM
	• Review governance structure and create Board Governance Action Plan	Chair	all Board to review	January/February 2021 ahead of AGM	Annual review performed and reviewed at AGM
		Chair	all Board to review	September- October 2021-2023	Governance policy developed
		Executive Director/Boar d	Submit all forms/requirements	August-October annually	submitted on October 31 annually
	Transition into new Leadership Structure	Director of Soccer and Executive Director	New structure of the Technical Team	Jan-21	Implementation of new Technical team Structure.
2 Enhanced Technical Development					
Strategic Priorities		Responsibility	Action Items	Time Frame	Milestones/Indicators
Pillar I: Enhanced Technical Development: Player/Team Development	Presentation on New Technical Plan including Skills Center for Board of Directors	Director of Soccer	Ensure the Board understands the direction of the club	Feb-21	Board is aligned with new Technical Plan and its delivery.
	Coach Education on New Technical Plan and Skill Center	Director of Soccer	Ensure coaches involved in the Skills Center understands its principles and purpose	Mar-21	Coaches aligned with new Technical Plan and its delivery
	Presentation to Parents of U6/7/8 players	Director of Soccer	Present the members information about the New Technical Plan and Skills Center	May-21	Members aligned with new Technical Plan and its delivery
	Create evidence based program delivery to enhance player development	Director of Soccer; High Performance Director; Developmental Phase Director	Engage all memebers in conversations about key principles of player development	May-21	Teams in all divisions/tiers able to compete in the league
	Prepare the club for Skills Center launch	Director of Soccer; Foundation Phase Director	Bring key staff on the same page to ensure consistency in delivery.	May-21	Skills center program for U7/8 in place in summer 2021
	Promote and Advertise the REX and Whitecaps relationship for our players	Director of Soccer	Set up presentation and visits form their staff	Jul-21	Increase the number of players promoted into ASA programs (Whitecaps and Rex), Universities and Colleges
	Proper implementation of technology in the club for a specific teams	Director of Soccer; High Performance Director; Developmental Phase Director	Hudl, Beyond Pulse	Ongoing/August 2021	Use and implementation of data form technology
	Develop a plan to implement Accessible program for CWSC	High Performance Director	Prepare the club to be able to launch the program later this year	Jul-21	Soccability program in place at the end of 2021
	Launch Accessible program	High Performance Director	Launch Soccability Program in our club	September/October 2021	Soccability program in place at the end of 2021
	Recruitment of players and coaches for the AYSL teams for 2022	Director of Soccer, High Performance Director; Developmental Phase Director	Engage in programs ran by ASA to recruit players from Tier 1	Oct-21	Increase the number of players promoted into ASA programs (Whitecaps and Rex), Universities and Colleges
	Implementation of Periodization plan developed for the 07 and 08 AYSL team and also for 06 and 05 groups	Director of Soccer, High Performance Direcoter; Developmental Phase Director	Supported by coach education from Director of soccer on the plan	April/Ongoing 2021/2022	Operationalize the AYSL within the club
	Preparation to operationalize the 09 AYSL teams within the club	Director of Soccer, High Performance Direcoter; Developmental Phase Director	Implementation of the periodization plan	November 2021/ongoing in 2022	Operationalize the AYSL within the club

PILLAR II – Enhanced Technical Development: Coach Education	Online or in-person coach education program /	Director of Soccer, High Performance Director; Developmental Phase Director, Foundation Phase Director	Aligning coaches to the new coaching philosophy	January 2021/ ongoing	Coaches aligned to the Club player development philosophy and using the same approach for all teams
	Coach education – session plans for P.C.A., Skills Center and Futsal programs /	High Performance Director; Foundation Phase Director	Weekly session plans to coaches	January 2021/ ongoing	Coaches following technical policies that are developed and implemented by the club
	Complete curriculum for coaches	High Performance Director; Foundation Phase Director	Samples of sessions to help coaches.	Nov-21	High Performance Director and Foundation Phase director will release the complete curriculum.
	Hosting Community Coaching course	Director of Soccer; High Performance Director	Based on the need of coaches	Summer/Fall 2021	Hosting of Community Coaching Course to ensure our coaches have the appropriate certificate
	More coaches taking CSA Courses- C licence, Children's Licence, Youth Licence, B Licence /	Director of Soccer; High Performance Director; Foundation Phase Director; Grassroots Director	CSA requests submitted for staff coaches	Summer/Fall 2021	Martin and Ian-Youth Licence/ Diogo - B Licence/ Alex - Children's License and C License. Mary - Youth License and completion of National B License and parent coaches.
	Clarify roles and responsibilities with FT staff.	Director of Soccer	Staff meetings to be held	Jan-21	See Technical Team ppt (roles and responsibilities)
PILLAR III – Community Partnerships and Programs	Partner with communities to build a Grassroots program /	High Performance Director; Foundation Phase Director; rExecutive Director (or Director of Operations/General Manager)	meetings with community partners to be conducted	Spring 2021	
3 Communication and Marketing					
	• Continue to utilize social media to promote the Club to members and the wider community	Executive Director/Director of Operations/General Manager	ongoing	ongoing 2021-2023	increasing social media exposure and coverage within club
	Partner with international club partner to organize an ASA /CMSA sanctioned tournament with international participation to promote the profile of soccer in Calgary	Executive Director/Director of Operations/General Manager/Director of Soccer	Discuss with international partner 2021-2022	Summer 2022	Potentially host a tournament in 2022
	Conduct a market analysis and develop a marketing and communication strategy to support recruitment using a market mix approach based on "Price, Product, People and Process"	Executive Director/Director of Operations/General Manager/Director of Soccer	Coordinate internally. Potentially outsource to a social media group (plan and implementation)	January 2021- ongoing	Market analysis completed.
	Include a strong marketing campaign at registration time with heightened and enhanced social media blasts.				
	Develop a list of players that can strengthen our programs and establish contact within the District or League rules.				Marketing campaign time rolled out at registration times (Jan/Feb and June-September)
	Enhance our social media promotion techniques to promote the Club to members and the wider community including:				Social media activity increased across the various programs starting with let the star athletes shine, and game highlights.
	o Let star athletes shine – we will highlight players every week				Increasing number of likes, retweets, and followers
	o We will utilize our video analysis tools to post game clips on our social media, including generating pre-game, and post excitement.	Increasing number of coaches/players/parents who send video and player highlights to indicate engagement within the club.			
	Apply an annual Customer Satisfaction Survey	Executive Director/Director of Operations/General Manager/Director of	Coordinate within club.	Sent out every March and June	Survey sent out to all members every year. Number of surveys completed. Satisfaction levels with the club in various aspect of operations.
4	Community Programs and Partnerships				
Strategic Priorities					
	Partner with Local Communities to raise the awareness of our Club and Programs	Foundation Phase Director/ High Performance Director	Promotional activities through variety of platforms	ongoing 2021 - 2023	Number of programs developed and conducted. Increasing registrationsfor CWSC.

	Implement a community engagement program focused on environmental, biodiversity, climate change	Executive Director (or Director of Operations/General Manager)	Dependent on COVID	Spring 2021	Players engaged in community program.
5	Facility Access and Development				
Strategic Priorities		Responsibility	Action Items	Time Frame	Milestones/Indicators
	Continue to develop relationships to potentially fund and develop facility plans	Executive Director (or Director of Operations/General Manager) and Board	meet with potential partner and investor	ongoing 2021-2023	Feasibility study undertaken Business plan to be developed
Meet with City of Calgary to provide input on park design			5/1/2020 (completed)	City of Calgary plan developed for Rancho Park project	
Fundraise for facility developments			commence 2021	Facility committee established	

Enhanced Technical Development: Player/Team Development

PILLAR I – Player/Team Development				
Programs:				
<ul style="list-style-type: none"> • Skills Center Implementation aligned with CSA/ASA/CMSA standards • Development and implementation of Accessible program • 2007 team preparation for the AYSL league • Implementation of the new CWSC Technical Plan • Implementation of the new technology in the club to support the development of players and coaches • Develop a cooperation with ASA programs (Whitecaps and REX) to promote more players to the next step of their player pathway • Create evidence based program delivery to enhance player development • Develop a cooperation with Elevated Learning Academy to provide our players services such as presentations on Nutrition habits, Mental preparation and Fitness 				
Programs Description: To enhance the Club’s technical program for players and teams				
KEY STAKEHOLDERS/ACCOUNTABILITIES				
Key Driver(s) – primary responsibility		Other stakeholders necessary for successful implementation		
Director Of Soccer High Performance Phase Director Foundation Phase Director Developmental Phase Director Part-time coaches		Head coaches Board of directors Executive Director Volunteer coaches		
Key Performance Outcomes (KPO(s)) (i.e. what will be achieved at the end of this PROGRAM)				
<ul style="list-style-type: none"> • Skills center program for U7/8 in place in summer 2021 • Accessible program in place at the end of 2021 • Teams in all divisions/tiers able to compete in the league • Coaches aligned with new Technical Plan and its delivery • Increase the number of players promoted into ASA programs (Whitecaps and Rex), Universities and Colleges • Use and implementation of data form technology • operationalize the AYSL within the club 				
Keys Steps	Expected Date to complete Step	Staff Lead Responsibility	Expected Deliverables	Comments
Presentation on Skills Center for Board of Directors	Feb-21	Director of soccer		Ensure the Board understands the direction of the club
Coach education on Skill Center	Mar-21	Director of Soccer		Ensure coaches involved in the Skills Center
Presentation to Parents of U6/7/8 players	May-21	Director of Soccer		Present the members information about Skills Center
Prepare the club for Skills Center launch	May-21	Director of soccer; Foundation Phase Director		Bring key staff on the same page to ensure consistency in delivery.
Develop a plan to implement Accessible program for CWSC	Jul-21	High Performance Director		Prepare the club to be able to launch the program later this year
Promote and Advertise the REX and Whitecaps relationship for our players	Jul-21	Director of Soccer		Set up presentation and visits form their staff
Proper impementation of technology in the club for a specific teams /	Ongoing/August 2021	Director of soccer; High Performance Director; Developmental Phase Director		Hudl, Beyond Pulse
Launch Accessible program	September/October 2021	High Performance Director		
Recruitment of players and coaches for the AYSL teams for 2022 / \	Oct-21	Director of Soccer, High Performance Direcotor; Developmental Phase Director		

Implementation of Periodization plan developed for the 07 and 08 AYSL team and also for 06 and 05 groups	April/Ongoing 2021/2022	Director of Soccer, High Performance Director; Developmental Phase Director		Supported by coach education from Director of soccer on the plan
Preparation to operationalize the 09 AYSL teams within the club	November 2021/ongoing in 2022	Director of Soccer, High Performance Director; Developmental Phase Director		

PILLAR II – Enhanced Technical Development: Coach Education

Programs:

1. Implement a systematic plan to develop players at all levels in accordance with the LTPD principles
2. Increase the percentage of coaches holding/participating in CSA Youth and Children’s Licence
3. Leader of Goalkeeper’s Program enroll in Goalkeeper’s licence
4. Align the coach development with the new Technical plan
5. Implementation of the new technology by coaches to prepare players for the AYSL program
6. Increase the number of coaches certified within the NCCP coach program including Active Start, Fundamentals, Learn to Train and Soccer for Life courses to align with ASA standards.

Program Description: To enhance the Club’s technical program for players, coaches, and teams

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver(s) – primary responsibility	Other stakeholders necessary for successful implementation
Director Of Soccer High Performance Phase Director Developmental Phase Director Foundation Phase Director	Head coaches Team managers Executive Director Part-time coaches

Key Performance Outcomes (KPO(s)) (i.e. what will be achieved at the end of this PROGRAM)

- Coaches aligned to the Club player development philosophy and using the same approach for all teams
- Coaches following technical policies that are developed and implemented by the club
- Hosting of Community Coaching Course to ensure our coaches have the appropriate certificate

Keys Steps/ Staff responsibility	Expected Date to complete Step	Staff Lead Responsibility	Expected Deliverables	Comments
Online or in-person coach education program /	January 2021/ ongoing	Director of Soccer, High Performance Director; Developmental Phase Director, Foundation Phase Director		Aligning coaches to the new coaching philosophy
Coach education – session plans for P.C.A., Skills Center and Futsal programs /	January 2021/ ongoing	High Performance Director; Foundation Phase Director		Weekly session plans to coaches
Complete curriculum for coaches / Director of Soccer;	Nov-21	High Performance Director; Foundation Phase Director		Samples of sessions to help coaches.
Hosting Community Coaching course / Director of Soccer; High Performance Director; Executive Director	Summer/Fall 2021			Based on the need of coaches
More coaches taking CSA Courses- C licence, Children’s Licence, Youth Licence, B Licence /	Summer/Fall 2021	Director of Soccer; High Performance Director; Foundation Phase Director; Grassroots Director		Martin, Ian- Youth Licence Diogo- B licence Alex? – Children’s licence
Clarify roles and responsibilities with FT staff.	January 2021/ongoing	Cooperate with Director of Coaching . / Director of Soccer		



Appendix C – Community Partnerships and Programs

PILLAR III – Community Partnerships and Programs				
Programs:				
<ul style="list-style-type: none"> Increased exposure of CWSC in the communities, leading to enhanced intake of players into our programs, both recreational and competitive. <ul style="list-style-type: none"> Additional partner communities and subsequent exposure of CWSC, and intake of players into our programs. 				
Programs Description: To extend and strengthen our presence in the Community				
KEY STAKEHOLDERS/ACCOUNTABILITIES				
Key Driver(s) – primary responsibility for implementation			Other stakeholders necessary for successful implementation	
Director Of Soccer High Performance Phase Director Developmental Phase Director Foundation Phase Director Executive Director Administration Director			Board of directors	
Key Performance Outcomes (KPO(s)) (i.e. what will be achieved at the end of this PROGRAM)				
<ul style="list-style-type: none"> Promotional activities through variety of platforms Increased intake of players and coaches through the Grassroots Program 				
Keys Steps/ Staff Responsibility	Staff Lead Responsibility	Expected Deliverables	Expected Date to complete Step	Comments
Partner with communities to build a Grassroots program /	High Performance Director; Foundation Phase Director; Executive Director		Ongoing 2021	
Implement a community engagement program focused on environmental, biodiversity, climate change / Director of soccer; Developmental Phase director; High Performance Director; Foundation Phase Director			Ongoing 2021	