



CW SC

Strategic Plan 2021-2023





Message from the Board

We are excited to renew our Strategic Plan for 2021-2023. We will maintain our Strategic Priorities, Goals and Objectives outlined in the 2014-2017 and 2018-2021 Strategic Plans, and add Primary Activities for 2021-2023. Our Strategic Framework continues to provide the framework through which we will structure, plan and roll out our initiatives to support our players, parents and coaches to benefit from our Club programs and services. The framework outlines: Who we are, why we do what we do, what we do, and how we do it, and provide the framework to pull together our strategic priorities.



Who We Are

Vision, Mission, Values

Vision

- Our vision is to provide a soccer program, *FOR ALL* players where players have the opportunity to develop in their technical skills and their understanding of the game so that they can enjoy their soccer experience and continue to play soccer lifelong.
- We want to be able to provide all the levels so that all players have that opportunity to develop at their desired level, and commitment level.

Mission

- We will provide leadership in player and coach development, and parent education, through the delivery of value based, quality programs and services including:
- Our recreational Play and Train and MultiMove Futsal programs for U4-8/U14
- Our Development and Competitive (U6–U19) programs under Calgary Minor Soccer; and
- Our Elite programs for players identified for higher level opportunities with GPS/FC Bayern/University/College/Professional/ASA/CSA opportunities.

Values

- Calgary West Soccer Club is athlete centered. We believe that every player is an individual with dreams, aspirations, and talents which we can help develop. We believe that all players, regardless of level of play, deserve the opportunity to enjoy the game of soccer and develop to his or her potential. We believe in the principles of Long Term Player Development (LTPD). Scientific research in athlete performance has demonstrated that it takes eight to twelve years of training for players to reach elite levels. It indicates the importance of long-term training for obtaining athletic excellence and competitive results. In Canadian soccer at present, many coaches and administrators involved in the development of young soccer players continue to approach training in a manner which places too much emphasis on short-term competitive results. Short-term aims of “winning” a weekend youth match are given more importance than long-term gains in player performance and satisfaction that will translate into greater level of excellence and lifelong wellness.



Who We Are

Vision, Mission, Values

- We believe that our task, as a Club, is to promote and reinforce a development focused environment for all players so that they may learn in every practice and every game, and not fear making mistakes; but to understand that only by making mistakes, can we learn and develop.
- Team success is secondary to individual development. The players and teams which focus on player development at the early ages, will develop into successful teams when it counts.
- This not to say we will not strive to provide a successful team environment at the early ages. We recognize players, parents and coaches, enjoy winning and that winning is an important measure of success. However we will not sacrifice individual player development for team success.

Our Vision

Our vision is to provide *SOCCER FOR ALL* where players and coaches have the opportunity to develop in their technical skills and their understanding of the game so that they can enjoy their soccer experience and continue to play and coach soccer lifelong

Our Mission

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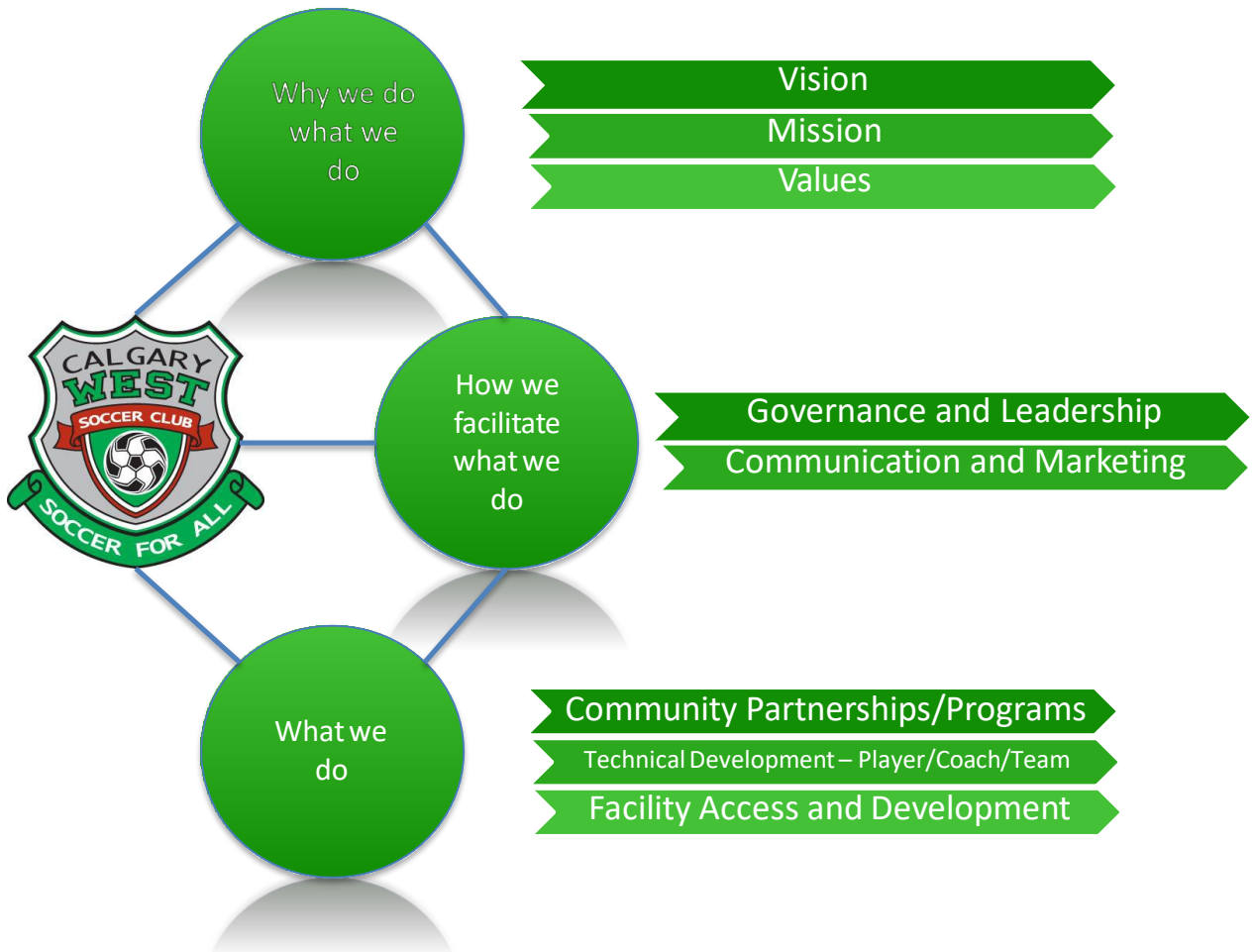
Our Values

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Strategic Framework

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Our Strategic Priorities

Five areas of strategic priorities define our Strategic Plan for 2021-2023.

Governance and Leadership

Enhanced Technical Development

Communication and Marketing

Community Programs and Partnerships

Facility Access and Development

The following pages provide the detailed Goals, Objectives, Activities, and Performance Indicators for our Strategic Priorities.



Governance and Leadership

Goal	To enhance the strategic vision of the Club to improve its programs and services through a solid leadership and governance structure
Strategic Objectives	<ul style="list-style-type: none"> • Model leadership through developing good governance, standards and best practices. • Facilitate the implementation of best practices to ensure appropriate representation, leadership and sound decision making at all levels. • Perform in a transparent and accountable manner and generate outcomes and results.
Performance Indicators	<ul style="list-style-type: none"> • All board positions filled • Strategic Plan developed • Action Plan for Board Governance
Primary Activities 2021-2023	<ul style="list-style-type: none"> • Transition to a Director of Soccer leadership structure • Conduct annual member surveys and questionnaires to solicit feedback. • Provide technical leadership by rolling out our technical policies to ensure that our operational coaching and team management approaches are aligned. • Conduct an annual review of our strategic priorities/activities against our performance indicators. • Board transparency through publication of board meeting minutes • Review existing by-laws and update where necessary • Review governance structure and create Board Governance Action Plan • Communication of club policies to membership



Strategic Priority 2.1

Enhanced Technical Development: Player/Team Development

Goal	To enhance the Club's technical program for players and teams
Strategic Objectives	<ul style="list-style-type: none"> • Skills Center Implementation aligned with CSA/ASA/CMSA standards • Obtain the Canada Youth Club Licence and 07 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
Performance Indicators	<ul style="list-style-type: none"> • Teams in all divisions/tiers able to compete in the league • Coaches aligned with new Technical Plan and it's delivery • Increase the number of players promoted into ASA programs (Whitecaps and Rex), Universities and Colleges • Use and implementation of data form technology
Primary Activities 2020-2023	<ul style="list-style-type: none"> • Implement an innovative and evidence based program aligned with non linear pedagogical principles, Constraints Led Approach and Transformational coaching principles • Implement a plan to integrate graduate students from Elevated Learning Academy into our programs to deliver additional Nutrition and Fitness programs • Develop our full player pathway opportunities including opportunities with ASA/CSA/Whitecaps FC programs, university and college programs, and professional opportunities • Ongoing preparation of our 07 teams for the AYSL program • Develop our girls program to increase our player pool and field more teams • Implement a use of Beyond Pulse GPS tracking system for proper physical loading of players to ensure the limitation of injuries of players • Establish relationship with Alberta Whitecaps Program and Alberta Rex Program to help our players reach next step on their player pathway



Strategic Priority 2.2

Enhanced Technical Development: Coach Education

Goal	To enhance the Club's technical program for players, coaches, and teams
Strategic Objectives	<ul style="list-style-type: none"> • Implement a systematic plan to develop players at all levels in accordance with the LTPD principles • Increase the percentage of coaches holding CSA Youth and Children's Licence • Fully certified Goalkeeper's program leader • Align the coach development with the new Technical plan • Implementation of the new technology by coaches to prepare players for the AYSL program • 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.
Performance Indicators	<ul style="list-style-type: none"> • 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 • All coaches have appropriate certification for their level of coaching
Primary Activities 2020-2023	<ul style="list-style-type: none"> • We will revise our technical delivery approach by integrating our team coaching and academy programs • Closer mentoring for all development and parent coaches, enabled by the revised approach • Increase adoption of team management tools including game reports • Integration of the Technical Plan and Periodization Plan • Annual coaches meeting with coach education opportunities • Strengthen coach development support including a self assessment tool and process and personal development plans • Align our player pathways to the CSA pathway



Strategic Priority 3

Communication and Marketing

Goal	To enhance the Club's communication and marketing strategy
Strategic Objectives	<ul style="list-style-type: none"> • To enhance member /parents' understanding of the Club's player development philosophy and the benefits for their children and youth for the long term • To improve communication tools and pathways between Club and members • To build and strengthen our Club identity across the membership and in the soccer and wider community
Performance Indicators	<ul style="list-style-type: none"> • Improved and seamless execution of brand by CWSC staff and members • Improved usage of communication through innovative, modern, communication vehicles • Increasing Club profile within the Club and Community
Primary Activities 2021-2023	<ul style="list-style-type: none"> • Conduct a market analysis and develop a marketing and communication strategy to support recruitment. A market mix approach will be utilized to market our "Price, our Product, our People and our Process". We have a strong identity within our club and within the soccer community. We are known for "the way we play the game", our technical players, our respect for the game, and our fair process. • 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. • Enhance our social media promotion techniques to promote the Club to members and the wider community including activities: <ul style="list-style-type: none"> • Highlight a member of organization – we will tell the story of our members: staff coaches, volunteer coaches, management, team parents. • Let star athletes shine – we will highlight players every week • Show players off the field – we will search out and profile players who contribute to their communities • We will bridge the connection between fashion and sports Kids today love fashion! It is a 654 billion \$ industry. We will invent and showcase limited edition club wear and fan wear and work with Kicks Sporting Goods to market and sell our sporting goods to both help our bottom line and promote our social media.



Strategic Priority 4

Community Partnerships and Programs

Goal	To extend and strengthen our presence in the Community
Strategic Objectives	<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. Additional partner communities and subsequent exposure of CWSC, and intake of players into our programs.
Performance Indicators	<ul style="list-style-type: none"> Promotional activities through variety of platforms Increased intake of players and coaches through the Grassroots Program
Primary Activities 2021-2023	<ul style="list-style-type: none"> Partner with communities to build a Grassroots program Implement a community engagement program focused on environmental/biodiversity/climate change



Strategic Priority 5

Facility Access and Development

Goal	To obtain access to appropriate facilities
Strategic Objectives	<ul style="list-style-type: none"> To increase access to appropriate facilities for indoor for Team Practices, Player Development, Academy and Coach Education Continue to pursue relationships with developers with a view to obtaining a club facility
Performance Indicators	<ul style="list-style-type: none"> Enhanced access to appropriate practice, player development and academy facilities Business Plan developed in partnership with a third party.
Primary Activities 2021-2023	<ul style="list-style-type: none"> Continue to develop relationships to potentially fund and develop facility plans Support feasibility plan and business plan with a develop and land partner project Support City of Calgary plans for Rancho Park



CW SC

2021-2023