



CALEDON SOCCER CLUB

STRATEGIC PLAN

*Documentation prepared by:
Terry Madison
Club Head Coach Caledon SC*

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INTRODUCTION

The Five-Year Strategic Plan clearly outlines Caledon SC's intent to develop our people including players, coaches, referees, volunteers and staff; our facilities and infrastructure; our programs and player volumes; and Caledon SC itself, as a corporate entity and a sustainable organization.

The Caledon Soccer Club Strategic Plan was developed in 2017 and revised and updated March 2019. It has been approved by the Board of Directors to provide clarity in the Caledon SC commitment to our Membership to grow the Club in support of our Mission and Objectives.

OUR MISSION

To provide an opportunity for any person in the Town Of Caledon to play soccer in a safe and rewarding environment that emphasizes fun, teamwork and skill development at all levels of the club from Recreational to Representative. Caledon SC will be recognized as an innovator and leader in player, coaching and referee development and we will provide the structure and programming to ensure all participants reach their full potential. Caledon SC will also be recognized for administrative and governance excellence, fiscal responsibility and stability, recognizing that customer service is vital to our ongoing success.

Caledon SC is dedicated in offering high standard training for those individuals through our academy program introduced in 2019 and our extensive Technical Staff coach team coverage.

Vision:

To be recognized in our community as the leading premiere soccer club known for developing and retaining players and having quality coaches and referees.

Values Fun

We believe in soccer being fun!

Inclusiveness

We believe soccer should welcome all who wish to participate

Excellence

We strive for and support the greatest level of achievement for all members **Fair Play** - we believe in fairness on and off the field of play

"Player-centered", all of the initiatives in the Strategic Plan were designed with the idea of advancing every player. The Five-Year Strategic Plan clearly outlines Caledon SC's intent to develop our people which includes players, coaches, referees, volunteers and staff; our facilities and infrastructure; our programs and enrollment; and Caledon SC itself, as a corporate entity and a sustainable organization.

Through the consultation process we were able to identify and outline main objectives in seven key areas which are;

- **Player Development** – The administration and operations functions of the Club as they relate to putting players on the field.
- **Volunteer Development** – The recruitment and retaining of volunteers in the various roles related to putting and keeping players on the field.
- **Organizational Development** – The administration and operations functions of the Club as they relate to putting players on the field.
- **Coaching Development** – Changes that the Club hopes to achieve to improve the development coaches in the Club which will develop our players.
- **Referee Development** – Changes that the Club hopes to achieve to improve the development Referee's in the Club which will develop our players.
- **Facility Development** – Caledon SC programs that need to change or programs that need to be offered to meet a need in the community.
- **Enrollment Development** – Activities to be undertaken by the Club to enhance its standing in the community and beyond.



1. PLAYER DEVELOPMENT

Player Development is dependent on all of the other six pillars of the Strategic Plan. The most important element is the Technical Development plan of the player and of the coaches. As a Club, Caledon wants to move to a planning culture. Part of this means establishing a Technical Development Plan that openly shows the player development pathway through which Caledon players are developed.

Caledon SC is player-centric, which means its goals are about player success, not Team or Club trophy success. The Club has set goals for the development of Caledon's top players as, to achieve this goal, it must build a pyramid of programs that develops ALL its players. To develop the Club's players to be their best, Caledon is targeting structured player evaluations as a key component of their development. The Club has also decided to extend the reach of its Academy programs to give as many young players as possible the best opportunity to access premium development. Caledon SC will;

- Develop and offer programs for players to reach their desired potential.
- Continue to refine the Caledon SC development pathway to be consistent with LTPD.
- Modify house league and recreational programs as necessary to ensure maximum development and retention of players.
- Provide education programs for parents on the Caledon SC development pathway.
- Enhance Caledon SC programs to continually improve the curriculum and coaching offered to the players.
- Establish key development indicators and ensure all players, parents, coaches and officials are aware of them and programs maximize player achievement. Increase the number of players in Caledon SC development programs and competitive teams.
- Build the technical capacity to scout and identify players have access to the most appropriate program for their current stage of development.
- Minimize the fees required to progress through the Caledon SC development pathway to ensure no player is unable to participate due to financial reasons.
- Develop top players to be successful at the provincial / national level and expose them to opportunities to play the game at higher levels.
- Ensure all eligible teams participate in competitions that will best enhance the player's ongoing development.

2. VOLUNTEER DEVELOPMENT

The Caledon Soccer Club is a non-profit organization and volunteers are a vital part of our organizations operations. Volunteers play a vital role in our club and without the time, energy and commitment of these people, our club would not be able to run.

Volunteers are also needed to help out the Club with administrative tasks, registrations, equipment distribution, special events and other duties.

We recognize the huge commitment and contributions that our coaches and other volunteers make and know that we could not offer our programs without them.

We want to ensure that there are sufficient volunteers to manage Caledon SC programs and that these volunteers are appreciated and return to help the Club. Increase the long-term involvement and commitment from Caledon SC's volunteer base.

- Establish a Volunteer Development Plan.
- Achieve annual volunteer retention levels of 75% or higher.
- Establish support and development programs for all volunteer positions.

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- Ensure continued quality development programs for recreational coaches.

Our strategic target is to recruit and retain dynamic, skills based volunteers to assist with our programs and operational needs.

- 2019: review all volunteer positions within the Caledon Soccer Club
- Ensure that all volunteers receive help in their assigned roles
- Attract skills based volunteers to assist with various divisions in the club
- Ensure that all volunteers receive positive reinforcement and feedback throughout their service
- Retain good, loyal and hardworking volunteers annually
- Advertise volunteer opportunities through club website and e-flyers

3. ORGANIZATIONAL DEVELOPMENT

With the growth of the Caledon Soccer Club and a goal of providing more programs and support to our membership, we recognize the need to increase more paid staff. We are currently working with our Technical Team to create job descriptions to move forward for the 2019 season. Costs to operate the club are managed through Club fiscal planning and execution. To maximize our membership satisfaction, sponsorship and fundraising are key to limiting the dependency on increasing membership fees.

Caledon SC has historically received great financial support from the Caledon and surrounding communities for both house league and competitive teams. Our strategic target is to retain additional staff to focus on increasing sponsorship and fundraising, resulting in increased community partnerships.

- 2019 retain current sponsorship base
- Explore additional sources of funding through Provincial and/or Federal grants
- Implement communications strategy to include all current and potential sponsors
- 2019: Undergo club “branding” to streamline communication and club image
- Develop strategic partnership with community leaders/organizations
- Provide excellent service to all our customers, partners, employees, coaches and volunteers. Establish a strong customer service culture in Caledon SC operations and activities.
- Review and improve business processes, systems and human resource management that enhance productivity, efficiency and service.
- Ensure that all communication and interaction with customers is thoughtful and respectful.

Maintain a high standard of administrative and governance excellence. Meet the standards required for the Ontario Soccer Club and the Canada Soccer Club Licensing program and update as required.

Develop the best possible Board of Directors and associated Committees for Caledon SC.

- Assess the competencies required for Caledon SC’s Board of Directors and establish clear guidelines for suitability and nominations to Board positions.
- Provide regular governance training for the Caledon SC Board of Directors.
- Update the Club By-laws when necessary to reflect changing governance standards.

Recruit a diverse and competent group of Club Members to ensure the long-term stability of the Club.

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- Ensure recruitment of Members provides for a diverse, inclusive group.
 - Actively recruit and fill vacant positions on the Board.

To ensure continued financial stability of the Club we will continue to maintain a strong and stable financial position.

- Ensure strong financial controls are in place to guarantee the long-term sustainability of the Club.
- Develop an annual financial budget consisting of all revenues and expenses in detail to ensure continued financial stability.
- Maintain fiscal prudence while ensuring that programs are priced at a reasonable level for all players.

4. COACHING DEVELOPMENT

Recognizing that excellence in coaching results in quality players and programs being offered by the Club, Caledon SC will increase the number of qualified coaches in its programs.

Establish the highest possible level of coaching standards in Caledon SC house league and recreational programs.

- Develop on-going and progressive training programs for house league coaches.
- Identify house league coaches in the early age programs who are suitable candidates for additional training and encourage them into Ontario Soccer and NCCP certification programs.

Caledon SC will continue to improve the quality of coaching in Caledon SC Competitive teams to ensure that all players receive coach of a very high standard.

- Continue with our Technical support of one technical staff coach assigned to each Development and Rep team for continued player and coach development.
- Complete regular (at least annually) assessment of all Competitive coaches to ensure high quality standards.
- Improve the Caledon SC coach development program that develops coaches from entry level and up.
- Actively continue to develop all coaches within the clubs technical program.
- Establish a web-based program of coach support tools and development for all Caledon SC coaches.

5. REFEREE DEVELOPMENT

Become a leader in referee recruitment, development, retention and ongoing education in the Peel Halton District.

Develop and maintain a committed group of referees in and around the local Caledon community.

- Actively market opportunities for refereeing to Competitive team and high school players.
- Offer a minimum of one (1) Entry Level referee course and one (1) small-sided game referee course annually.
- Encourage experienced referees to increase their education to higher levels of certification by offering promotional opportunities.
- Retain and maintain referees working within Caledon SC in order to be able to cover the diverse number of league games that are offered.

Maximize the retention of Caledon SC referees, particularly young developing referees.

- Hold educational sessions for Coaches and Parents to educate them in the Laws of the Game and reinforce the Club Code of Conduct.
- Increase the retention rate of first year referees to 85% who are willing to return the following year. Caledon SC will strive to employ committed and devoted referees who will continue refereeing as a career or a job for an extended period of time.
- Achieve an overall referee retention rate of 95% (up from ~90%) in the house league.
- Provide role models for women and girls. Profile female athletes and healthy living champions including female accredited mentors and Match Officials.
- Organize female leadership Match official development workshops inviting guest speakers to build on leadership skills
- Work with the board in strategizing ways to recruit more female match officials paired with retention strategies.
- With the support of the Board of Directors, consider opportunities to promote within and identify outside sources to address the Match official gender gaps.
- Ensure diverse images of female Match officials are used in promotional materials and within the club.
- Educate and work with the board to ensure maximum club support of LTOD program to include gender equity.

6. FACILITY DEVELOPMENT

Work with the Town of Caledon to develop soccer facilities to support current and future Caledon SC programming requirements.

Develop, as a partner with the Town of Caledon, an additional full-field indoor soccer facility (dome) to support the growing needs of the Club and the other community club.

Ensure sufficient quality outdoor fields are available to support LTPD playing guidelines and programming.

- Work with the Town of Caledon to maintain a sufficient inventory of fields to support varying playing requirements for all programming including fields to support LTPD game formats.
- Partner with the Town of Caledon to ensure that future Parks & Recreation planning takes into consideration expanded soccer facility development with the proper amenities (washrooms, change rooms, storage/equipment rooms and snack bar)

The Caledon SC has developed a great relationship with the Town of Caledon over the years and we will continue to work with them to develop soccer fields and facilities for our membership. Due to the increased demand for programming 12 months of the year, coupled with the stringent facilities standard imposed by the development of players, the Caledon SC is in ongoing discussions of exploring the requirement of an indoor facility with the town. Our strategic target over the next five years is to partner with the town and private investors for an Indoor Air Supported Structure at the Johnson Sports Park.

7. ENROLMENT DEVELOPMENT

Continue to develop and offer new programs to expand registration. Provide excellence in service and delivery of existing soccer programming to continue to meet the broad needs of the Caledon community.

Recognizing that Caledon SC is one of the largest community organizations in the Caledon, strive to strengthen our commitment to be part of the fabric of Caledon by providing opportunities for all residents to participate in our programs.

Establish a fund not less than \$5,000 to ensure that every child can participate in all Caledon SC programs and develop to their fullest potential regardless of their financial situation.

Provide a Scholarship Fund to provide financial support to worthy participants who played with the Club for at least 5 years.

Partner with other community service agencies to collect used uniforms, soccer shoes and other equipment from Club Members and donate to those in-need locally and internationally.

Explore joint-venture opportunities with other sports organizations within Caledon to provide opportunities for Caledon SC players to expand their physical literacy in accordance with LTPD principles.

Provide excellent service to all our members, partners, employees, coaches and volunteers. Establish a strong customer service culture in Caledon SC operations and activities.

- Establish a set of service quality benchmarks for all programs that are being actively measured and used to improve programs based on morals, values integrity and the clubs mission.

Drive growth in program development and registrations through creation of a comprehensive marketing strategy.

Improve use of electronic and social media channels for Caledon SC communications

- Develop marketing strategy that makes greater use of electronic channels.
- Ensure strong communications systems, including revamping the Caledon SC web site, use of social media and regular marketing messages to the membership.
- Create regular structured communications with users of Caledon SC programs, especially parents.
- Develop appropriate educational messages to customers and parents on LTPD and Caledon SC programs.

Promote Caledon SC excellence and success where possible to both internal and external stakeholders.

- Establish a marketing program to build support for Caledon SC's Competitive teams and players.
- Build a plan to promote and recognize Caledon SC's excellence in players, coaches and referees.
- Establish comprehensive marketing programs for development programs.

Use Caledon SC branded products to promote the Club in the community and beyond!