



## **Strategic Plan**

# **Saskatoon Youth Soccer 2007-2012**





# VISION, MISSION AND VALUES

## **Our Vision**

Saskatoon Youth Soccer envisions a future where soccer is the number one participatory sport in the community. Saskatoon Youth Soccer is recognized nationally as a model organization, providing the best in soccer programs for all skill levels from recreational to high performance. Saskatoon Youth Soccer is responsible for providing high-quality programs and facilities and for integrating all soccer programs and services in the community under the umbrella of a single organization.

## **Our Mission**

The Mission of the Saskatoon Youth Soccer is to organize and further develop soccer from recreation to the elite level by providing access to quality programs and facilities for all interested youth in Saskatoon.

## **Our Values**

In carrying out the work of the organization and in all its relationships, Saskatoon Youth Soccer will:

- Demonstrate respect, honesty and integrity
- Conduct itself in a fair, credible and trustworthy manner
- Be responsive to the needs of those it serves
- Pursue excellence in its programs and operations
- Promote safety for all participants
- Reflect democratic principles and practices in all its activities

## CORE STRATEGIES

Four interrelated, mutually supportive strategies are at the heart of the Saskatoon Youth Soccer Strategic Plan. These four core strategies include:

1. Sport programming
2. Marketing and promotion
3. Organizational development and governance
4. Management

### 1. SPORT PROGRAMMING

**Key Outcomes in sport programming include:**

- Transition of participants from introduction to adult programs
- Integration of recreation, competitive and elite programs
- Development of excellence in coaching at all levels

#### **Strategies**

In order to achieve the key outcomes in sport programming, Saskatoon Youth Soccer will:

1. Develop programs that support transition from mini to youth to adult. This will be accomplished through:
  - 🌐 Enhancing technical and administrative support of mini-soccer
  - 🌐 Examining youth recreation and co-ed leagues
  - 🌐 Exploring the development of an under 21 league
2. Enhance the transition from recreation to competitive to elite programming. Examples of how this will be accomplished include:
  - 🌐 Completing a survey for each program level to determine the most appropriate and acceptable costs, competitive formats, length of season and other variables
  - 🌐 Developing an athlete development model appropriate for community-based programming
3. Develop programs for the development of coaching excellence. This will include:
  - 🌐 Researching best practices in coaching development including coaching certification, recruitment, retention, and mentorship
  - 🌐 Development of programs for coaching development and determination of the most effective modes of implementation

## 2. MARKETING & PROMOTION

### Key Outcomes in marketing and promotion will support:

- Greater awareness of Saskatoon Youth Soccer and the programs and services it offers
- Increased participation throughout all age groups and skill levels
- Appreciation and support of the game of soccer and of Saskatoon Youth Soccer by zones, players, coaches, volunteers, parents and others interested in the sport
- An enhanced image of Saskatoon Youth Soccer among members, partners and the public
- Increased resources including volunteers and funding support

### Strategies

In order to achieve the key outcomes in this area, Saskatoon Youth Soccer will adopt the following strategies:

1. Develop and implement a promotional plan for Saskatoon Youth Soccer that will:
  - 🌐 Create public awareness and an advertising plan to explain what Saskatoon Youth Soccer is and what it does
  - 🌐 Develop promotional materials
  - 🌐 Create relationships and alliances with key media people
2. Develop key marketing messages for Saskatoon Youth Soccer that will:
  - 🌐 Promote personal and social benefits of the game
  - 🌐 Promote lifelong participation in the sport
  - 🌐 Promote the 'value for money' aspect of the sport
3. Enhance relationships with partners by:
  - 🌐 Identifying key partners and their expectations of Saskatoon Youth Soccer
  - 🌐 Developing and maintaining positive relationships with key partners
  - 🌐 Developing and maintaining positive relationships with other agencies, partner organizations and potential supporters
4. Develop and implement a communications plan targeted to members and to other partners and stakeholders.

### 3. ORGANIZATIONAL DEVELOPMENT AND GOVERNANCE

#### Key Outcomes include:

- Adoption of a revised model of governance with a separate Board and Management committees
- The acceptance and implementation of appropriate organizational governance processes and policies
- Clarification and acceptance of roles and responsibilities for Saskatoon Youth Soccer and its Zones
- Development of internal Board governance procedures

#### Strategies

In order to achieve the key outcomes in this area, Saskatoon Youth Soccer will:

1. Develop and adopt an appropriate governance structure that reflects the needs of the organization and its members with a clear distinction between governance and operational functions. This includes but is not limited to:
  - 🌐 Review of the current governance structure
  - 🌐 Development of a revised governance structure with clear lines of authority
  - 🌐 Development of governance policies
  - 🌐 Development of processes and timelines for strategic planning
  - 🌐 Development of an annual Board work plan
2. Develop clear roles and responsibilities for Zones and for Saskatoon Youth Soccer such as:
  - 🌐 Delineation of governance roles and responsibilities of Saskatoon Youth Soccer
  - 🌐 Determination of operational roles of Saskatoon Youth Soccer and Zones
  - 🌐 Creation of reporting procedures and accountabilities for Zones to ensure consistency of program delivery
  - 🌐 Clarification of the roles of zone representatives within the organization
3. Develop and document internal processes including:
  - 🌐 Development of a formal process for Board recruitment
  - 🌐 Development of a defined process for Board member orientation
  - 🌐 Development of a defined process for Board evaluation

## 4. MANAGEMENT

### Key Outcomes in management will support:

- A revised management structure to oversee the operations of the whole organization including program and facilities management
- A structure that provides support to the Board and the governance system while allowing management to operate the programs and services
- The development of appropriate operational policies and procedures

### Strategies

In order to achieve the key outcomes in management, Saskatoon Youth Soccer will:

1. Develop an appropriate management structure for the organization that includes:
  - Review of the existing management and organizational structures
  - Development of a revised organizational structure if required
  - Realignment of management and operational staff to ensure effective management for Saskatoon Youth Soccer
  - Budget adjustments as appropriate for management and staff positions
2. Develop systems for the effective management of the organization, including:
  - Investigation and review of management structures of comparable organizations to determine appropriate model for Saskatoon Youth Soccer
  - Development of a human resource management system including development of job descriptions, policies and procedures, training systems, and human resource materials
  - Development of a system for financial management including policies and procedures as well as roles and responsibilities
  - Development of infrastructure management systems including policies and processes, training systems and asset protection
3. Develop a management structure to support members and partners through:
  - Development of operational policies, processes and systems to support zones and community associations
  - Coordination of programs and oversight of operations
  - Determination of areas of mutual interest and development of capacity within zones and community associations



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