



MOVING FORWARD



**VISION
2024**

LAKWOOD SOCCER
Strategic Plan
2021-2024



Lakewood Vision and Mission

VISION

- We are an engaged community of diverse people, building champions in sport and in life

MISSION

- We are committed to providing opportunities for players and coaches to reach their full potential in a safe, inclusive and fun environment while being part of the greater Saskatoon community



Lakewood Values, Lakewood HEART



- Humble. We are modest, yet confident
- Effort. We are determined and tireless
- Attitude. We are positive and optimistic
- Respect. We are ethical and honest
- Team. We work, play and win together. As Lakewood Soccer



VISION 2024

Moving Forward with Heart



GOAL AREAS:

Community 

Technical 

Operations 

Finance 





Lakewood Strategic Objectives

Strategic Factors / Goal Areas

COMMUNITY

TECHNICAL

OPERATIONS

FINANCE

Strategic Objectives

Goal Statement: We are fully engaged in Saskatoon, and have formed deep relationships with all sectors of our community

Goal Statement: We have developed players and coaches that compete at their highest levels

Goal Statement: Our operating model is stable, efficient, creative and focused on continuous improvement that enables performance

Goal Statement: We have firmly established a financial management strategy that is focused on fiscal responsibility, accountability and sustainability



Goal Area: Community

Strategic Objective: By 2024, we are fully engaged in the Saskatoon, and have formed deep relationships with all sectors of our community

Expected Outcomes (“How” we know we have achieved our strategic objective)

1. Recognized as an integral community member in Saskatoon
2. Other sport clubs or community organizations will study Lakewood as “best” in community engagement
3. Achieved continual membership growth

Strategic Priorities Linked to Outcome	Tactics 2021 - 2024
Be an added value to the Saskatoon community	<ul style="list-style-type: none">- Develop calendar of engagements and a “roadmap” plan- Identify and prioritize partnerships with schools, community associations, charities and businesses- Develop fund-raising goals and form sustainable relationships with the business community- Explore charitable organization option
Expand the Lakewood outreach to communities beyond Saskatoon	<ul style="list-style-type: none">- Identify and add rural partnerships



Goal Area: Technical

Strategic Objective: By 2024, we have developed coaches and players to compete at their highest level

Expected Outcomes (“How” we know we have achieved our strategic objective)

1. Stability and longevity in our coaching staff
2. Retention, development and longevity for all our players
3. Coaches and players that demonstrate HEART (Lakewood values)
4. Established a soccer-for-life pathway for members
5. Develop strong players, coaches, people and community

Strategic Priorities Linked to Outcome	Tactics 2021 - 2024
Provide the environment for development of coaches	<ul style="list-style-type: none">- Develop certification program for coaches, internal while adhering to SSA and CSA- Develop a player to coach development pathway- Develop a coach acquisition process (e.g. internal development, external scouting, etc.)- Establish education requirements for continuous education/development of coaches (clinics)- Develop a coaching mentorship program- Develop a volunteer coach/manager plan to improve volunteer retention- Develop partnerships with ‘benchmarkd’ clubs (external)
Provide the environment for development and enjoyment of players	<ul style="list-style-type: none">- Develop a clear player development pathway- Develop a consistent parent/coach/player education program- Develop technical and behavioral best practices- Develop plan for ‘member interaction’ – input and communication about the club vision and values



Goal Area: Operations

Strategic Objective: By 2024, our operating model is stable, efficient, creative and focused on continuous improvement that enables excellent performance

Expected Outcomes (“How” we know we have achieved our strategic objective)

1. Consistency in staffing (low turnover)
2. Achieved a high level of efficiency in resource utilization and capacity
3. Achieved an operational process plan
4. Established sound financial management

Strategic Priorities Linked to Outcome

Tactics 2021 - 2024

Develop processes to enable consistency in operations and governance

- Develop an Operational Process Plan
- Develop a branding, marketing and communication plan
- Develop partnerships/sponsorships leading to subsidy plans for Lakewood programs

Provide the highest level of leadership required to fulfill the vision

- Develop leadership and management development programs
- Develop management plan for board committee and governance



Goal Area: Finance

Strategic Objective: By 2024, we have firmly established a financial management strategy that is focused on fiscal responsibility, accountability and sustainability

Expected Outcomes (“How” we know we have achieved our strategic objective)

1. Demonstrated a forward-looking and future-proof financial management strategy
2. Demonstrate commitment to reserve fund of \$300,000 (50% of pre-COVID-19 annual expenses)

Strategic Priorities Linked to Outcome

Tactics 2021 - 2024

Establish a transparent and consistent reporting process

- Develop financial reporting management plan (monthly and annual reporting)
- Develop a process to better manage and implement annual budget cycles
- Develop process to manage receipting and invoicing

Demonstrate commitment of resources geared toward sustainability

- Develop a plan toward achieving a reserve fund of \$300,000 (50% of pre-COVID-19 annual expenses)
- Identify and optimize/maximize government grants



Community: Tactics and measurables

FINANCE				
2021	2022	2023	2024	Person In Charge
Develop calendar of engagements	Review strategy and amend as necessary			LAL
Develop fundraising strategies and goals: Identify community and business partners <i>KPI: Fundraising strategy and plan; one business partner</i>	Review strategy and amend as necessary <i>KPI: One additional business partner</i>	<i>KPI: One additional business partner</i>		LAL
Develop school and community partnerships <i>KPI: One school and one community association partner in place</i>	Review strategy and amend as necessary <i>KPI: One additional school and one additional community association partner in place</i>	<i>KPI: One additional school and one additional community association partner in place</i>		LAL



Technical: Tactics and measurables

TECHNICAL				
2021	2022	2023	2024	Person In Charge
Develop plan for coaching and staff retention <i>KPI: Plan in place</i>	Review and update plan as necessary			LO
Develop a clear player development pathway <i>KPI: Pathway in place and shared with membership</i>	Review and update plan as necessary			LO
Develop strategy and plan for volunteer management <i>KPI: Plan in place</i>	Review and update plan as necessary			LO



Operations: Tactics and measurables

OPERATIONS				
2021	2022	2023	2024	Person In Charge
Develop job descriptions <i>KPI: Key JD's developed for GM, TD, coaches, managers</i>	Update as necessary			LO
Develop HR policies <i>KPI: Identify key policies such as employee/player handbook, progressive disciplinary policy, pay/benefit plan, harassment policy, respectful workplace policy, hiring policy, training and development policy, etc.</i>		Review and update HR policies as necessary	Review and update HR policies as necessary	LO
Identify leadership development programs <i>KPI: Training program identified and delivered for management</i>		Follow-up and observe effectiveness		LO
Develop marketing and branding plan <i>KPI: Documented marketing and branding strategies; identified KPIs for success such as [online: #followers, #likes], survey with community members, players/members</i>				LAL
Develop subsidy plans <i>KPI: Documented player subsidy plans (i.e. Ways & Means)</i>		Review and update subsidy plans as required		LAL



Finance: Tactics and measurables

FINANCE				
2021	2022	2023	2024	Person In Charge
Develop financial reporting plan <i>KPI: Monthly and annual financial report, passes financial review</i>	Review financial report process, and make changes as necessary	Monitor and update process as necessary	Monitor and update process as necessary	MP
Develop process to manage receipting and invoicing <i>KPI: Documented process highlighting on-time and accurate receipting and invoicing, passes financial review</i>	Review receipting and invoicing process, and make changes as necessary	Monitor and update process as necessary	Monitor and update process as necessary	MP
Develop plan toward achieving reserve fund of \$300,000 <i>KPI: reserve fund at \$75,000</i>	Work toward reserve fund of \$300,000 <i>KPI: reserve fund at \$150,000</i>	Work toward reserve fund of \$300,000 <i>KPI: reserve fund at \$225,000</i>	Work toward reserve fund of \$300,000 <i>KPI: reserve fund at \$300,000</i>	LAL
Identify and optimize/maximize grants <i>KPI: Review government grants (federal, provincial, municipal), select and apply for 3 per year</i>	Review, update and amend as necessary			LAL



Summary

- The new vision, mission and values reflects the depth of our commitment to the individuals, businesses and community of Saskatoon
- The new vision is for lifelong participation within Lakewood
- The revitalized mission is to empower players and coaches to reach their full potential within the Saskatoon community
- Both anchored by values at the HEART of everything Lakewood does; humility, effort, attitude, respect and team
- Lakewood is moving forward with HEART thru strategic objectives in 4 goal areas