

# Developing a Strategic Plan

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Information Guide for the Canada Soccer Club Licensing Program



# STRATEGIC PLAN: WHY DEVELOP ONE?

A Strategic Plan is a document that aligns your organization’s mission, vision and values with the future of the organization. It determines exactly where your organization is going over the next few years and how it’s going to get there. A strategic plan is a coordinated and systematic way to develop a course and direction. Once developed, the strategic plan will provide direction for the day to day operations of your organization and outline where and how resources will be deployed. A strategic plan should align with the priorities and efforts of key partners, such as the organization’s governing bodies- in soccer’s case, both Canada Soccer and Saskatchewan Soccer.

## **Benefits of Developing a Strategic Plan:**

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- Planning states your ambition – which helps to attract like-minded people
- Goals and targets to report against – helps to showcase the work you have completed
- Planning shows you are not afraid to aim high for things to try and achieve
- Focuses the scope of your activities and operations
- Validates reasons for pursuing activities
- Planning allows you to define success
- As goals are hit, you can only celebrate them, reward people involved, and motivate them to do more
- Without planning, running amateur soccer operations can become a never-ending cycle of problems that ultimately burns people out
- Soccer clubs are complex places, with multiple stakeholders who have different opinions and requirements from the club
- Planning allows you to unite these disparate groups behind commonly-agreed ambition
- Sometimes the most important thing planning delivers is to get people on the same page
- You can’t hide from accountability so you may as well try to influence it
- Setting defined, measurable goals can be scary, but at least you know what you are supposed to do (and not do)
- If you know what you are supposed to do, you have a much better chance of succeeding

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A strategic plan provides the foundation of your organization’s planning. From the strategic plan which provides a multi-year layout of your goals and targets to work towards, you can build your operational plan that provides insight into your yearly activities that will work towards both day to day operations as well as work that will be delivered against achieving your strategic plan.

# STRATEGIC PLAN: WHAT IS A STRATEGIC PLAN

## What is a Strategic Plan

- How you will execute your vision
- How you will move your vision
- Directs operations
- Longer term, multi-year goals and targets
- Drives long-term capital deployment
- Long term 'compass'
- Board room 'sanity check'

## Possible Pillars of Your Strategic Plan

- Players
- Coaches
- Referees
- Organizational Development
- Community Responsibility
- Facilities Development
- Financial Development

Development of a strategic plan will allow your organization to engage with members, evaluate current programs and operations and build a plan to unite around that ties into your organization's vision, mission and values.

Strategy must drive operations, otherwise when operational decisions are made without strategy in mind, this can lead to drifting away from the strategic goals laid out within your organization.

A strong focus towards strategy will alleviate pressure to shift with changing winds.



# STRATEGIC PLAN: ROADMAP

## LISTEN – ENGAGE - ANALYZE

The creation of a strategic plan can be a pivotal component to your organization's development. It helps to ensure that the organization is working towards achieving its mission, vision, and values. In order to connect and engage stakeholders and members, organizations need to be open to ideas presented because this initial stage really is about listening and engaging to collect as much information as possible before beginning to analyze and build some structure around what you have received.



## CREATE – ADJUST - REFINE

Development of the first draft will give your organization the opportunity to start building the desired principles, followed by the targets. Once the draft is complete, you can re-engage stakeholders and members to refine the plan. Once the refinement is complete, your organization needs to ensure the financial plan aligns to the initial year of the execution of the plan. Final determination of the baseline metrics that you are building from to need to firm and ready to be measured against.



## EXECUTE - ACHIEVE

Once you have launched your strategic plan, you should educate membership as well so they are clear on where you will be deploying your capital and resources. Staff work to deliver an operational plan which culminates from their individual work plans. The operational plan should be approved by your board and align to the strategic plan (including your budget). Your end of year reporting should be against your operational and strategic plans.

# STRATEGIC PLAN: ORGANIZATIONAL ANALYSIS + ENGAGEMENT

Strategic Goal	Target Mid-Point (Measurement)	Target – End of Plan (Measurement)
Desired goal aligned to strategic pillar	In order to achieve strategic goal what progress needs to be made after 2 years	What does achieving this goal look like