



WINSLOE CHARLOTTETOWN ROYALS FC



2021-2025 STRATEGIC PLAN



Winsloe Charlottetown Royals FC Inc. (“Club”) is a nonprofit company that exists to provide soccer programs and services to players, coaches and volunteers within the Winsloe-Charlottetown area. The Club is a member of the PEI Soccer Association and is governed by an elected Board of Directors made up of volunteers. It provides programming in spring, summer and fall sessions, and encourages its members to join in winter training sessions provided through PEI Soccer.

The 2021-2025 Strategic Plan was developed to provide direction and structure to the Club as it plans and develops the programs and services required by the Club to meet its current and future needs. It provides a roadmap for potential large capital expenditures intended to enhance and expand the Club player experience as members enjoy the game today and into the future.

The Plan is a living document that will evolve as the Club progresses, impacted by member, environmental and community factors.

The Club’s foundation is set by following these principles:

VISION

To develop community-minded people with a lifelong passion for soccer.

MISSION

At Winsloe Charlottetown Royals FC, we believe we can have a positive impact on the community by providing a safe, respectful and inclusive soccer environment. Our soccer programs aim to support the personal and social development of our members as they strive to reach their highest potential as players, coaches, and volunteers.





ork as a Team

Winsloe Charlottetown Royals FC is committed to fostering an environment of unity and belonging for all of its members. We promote diversity and inclusion, creating a culture that brings together members of our community through our love for soccer and service to others. We will work together efficiently and effectively to realize our goals.



ommitment

Winsloe Charlottetown Royals FC members are committed to the Club, their team, and their fellow members. It is this commitment that drives members in the persistent pursuit of their sport. Members who value commitment believe in building relationships, building trust, teamwork and collaboration.



espect and Integrity

Earn Respect! No matter what, we must be respectful of everyone. While we celebrate our individual and Club successes, we should always treat others as we would want to be treated. Be responsible for your actions and inspire the same in others.

We value strong, open, honest and positive relationships. Always conduct yourself with integrity when interacting with players, parents, coaches and officials. Be a good listener and communicator, as it is not just what we say, but how we say it that has an impact on others.



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Let them PLAY! Our players ARE Winsloe Charlottetown Royals FC, so it is crucial that we provide a fun-filled environment that creates positive and memorable experiences.



ontinued Excellence

Winsloe Charlottetown Royals FC believes in working hard and putting in the extra effort to achieve its goals. Two things in life that we can always control are EFFORT and ATTITUDE. While we strive to exceed our own high standards, we must remain dedicated to the Winsloe Charlottetown Royals FC Way and never lose our sense of identity.



eadership

We believe all members have the ability to be leaders. Leaders strive to be trustworthy, honest and sincere. They possess traits such as integrity and honour. They are willing to serve others and sacrifice their own interests. Leaders are constructive and hardworking.



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AREAS OF EMPHASIS	PLAYER AND COACH DEVELOPMENT	CLUB OPERATIONS	OVERSIGHT	COMMUNITY RESPONSIBILITY
GOAL	To allow each individual to reach their highest potential as a player, coach or referee	To provide the facilities, equipment and operations to allow our programs to meet their goals within the Club's prescribed budget	To provide the structure and oversight necessary to operate the Club efficiently and effectively	To provide supports to the Community both through Club activities and Community initiatives in general
PLAN COMPONENTS	<ol style="list-style-type: none"> 1. Retention and Recruitment 2. Mini Program 3. Youth Program 4. U15-U18 5. Senior 6. Coach Development 7. Referee Development 	<ol style="list-style-type: none"> 8. Facilities Development 9. Organizational Development 10. Communications 11. Marketing & Branding 12. Business Development 13. Volunteering 14. Financial Plan 	<ol style="list-style-type: none"> 15. Governance 	<ol style="list-style-type: none"> 16. Community Engagement



PLAYER AND COACH DEVELOPMENT

The Club's goal is to ensure that it has the programs and structures in place to allow every individual to reach their highest potential as players, coaches and referees.

COMPONENT	STRATEGIC OBJECTIVES
1. Retention and Recruitment	<ul style="list-style-type: none">• Maintain player registration numbers on a yearly basis, while increasing player registration numbers at younger age groups• Work with elementary schools to introduce students to soccer and to the Club• Work with the PEI Association for Newcomers to develop strategies to introduce and retain players from this group• Introduce a spring "Come Try Soccer Program" for younger age groups• Conduct mid-year and year-end parent/player surveys to find out what the Club can do better or what it is doing right• Contact non-returning players for feedback• Increase social media presence to keep youth engaged with the Club• Develop fall and winter programming to increase member connection with the Club on a yearly basis
2. Mini Program (U5-U7)	<ul style="list-style-type: none">• Continue to work with the PEI Soccer Association in the development and improvement of the Club mini program• Continue to improve upon mini coach training and mentoring• Offer a weekend jamboree for the U7 program• Conduct a mid-year survey of parents for feedback on the program
3. Youth (U9-U13)	<ul style="list-style-type: none">• Improve the soccer experience for the players and coaches at this age group by implementing the Club's Technical Strategic Plan• Offer extra sessions for those players wanting more specialized training• Encourage players to attend the Club's soccer camps and other camps offered on PEI• Work to make sure there are divisions available for the Club's teams in our tournament• Promote Youth player involvement in PEI Soccer Whitecaps and Provincial Team programs• Target 25% of Whitecaps and U13 Provincial program players to be Club members
4. U15-U18	<ul style="list-style-type: none">• Improve the soccer experience for the players and coaches at this age group by implementing the Club's Technical Strategic Plan• Offer extra sessions for those players wanting more specialized training• Offer a weekly camp specific to players in this age group• Work to make sure there are divisions available for the Club's teams in our tournament• Promote U15-18 player involvement in Provincial Team and PEIFC programs• Target 25% of Provincial Team and PEIFC roster spots to be Club members



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COMPONENT	STRATEGIC OBJECTIVES
5. Senior	<ul style="list-style-type: none">• Develop Club-driven senior teams for Club players to play with• Offer coaching and uniforms to Club teams• Have a male and female team playing in the NB or NS senior leagues• Send a male and female senior team to Senior Club nationals each year• This group is also included in the Technical Strategic Plan• Annually set target of four former Club members to be playing varsity or college soccer
6. Coach Development	<ul style="list-style-type: none">• Work with the PEI Soccer Association to offer coaching courses directly to our Club coaches• Work with coaches to understand and deliver the Club's Technical Strategic Plan• Develop a coach mentoring program• Develop Club "mini" coaching courses and webinars• Encourage coaches to take NCCP and other online courses by offering a course subsidy• Search out and share websites and podcasts with coaches that help with development• Encourage young players in the Club to volunteer to coach and highlight provincial volunteer bursary
7. Referee Development	<ul style="list-style-type: none">• Liaise and work with the PEI Referee Association to encourage members to become referees• Encourage members to become referees through advertising of referee programs• Develop a referee mentorship program within the Club, especially for U9 and U11 games. Work with PEI Referee Association on this



CLUB OPERATIONS

The Club's goal is to provide the necessary facilities, equipment and operations to allow its programs to meet set goals within the Club's prescribed budget.

COMPONENT	STRATEGIC OBJECTIVES
8. Facilities Development	<ul style="list-style-type: none">• Establish a Facilities Committee with the responsibility for developing short and long-term strategies and priorities for the facility needs of the Club• Ensure that the clubhouse provides Club information and facilities sufficient for the Club's ongoing operations• Ensure Club facilities are current, functional, efficient, and safe, and developed in a way that attracts and retains new members• Build and maintain a new and gently used equipment storage area within the clubhouse for members to access• Tie facility needs to technical development and promote the efficient use of existing Club resources
9. Organizational Development	<ul style="list-style-type: none">• Ensure a Club structure that allows all aspects of the Club to operate and grow to reflect the Board's mandate• Ensure clear and well-defined roles and responsibilities for Board members, employees, and volunteers• Ensure Board members receive the training required to carry out their duties• Ensure new Board members receive sufficient direction and/or mentoring in order to carry out their duties• Ensure annual Board review of the Strategic Plan• Develop and publish a Club organizational chart
10. Communications	<ul style="list-style-type: none">• Establish a Director of Communications at the Board level• Develop a communication system with members that provides consistency and transparency, avoids duplication, is concise and targeted, and includes youth players in the communication stream• Develop and implement a communication map that ensures provision of pertinent Club information through a variety of communication vehicles• Use strong social media and website presence as appropriate to provide timely news and reinforce key messages from the Club• Ensure that appropriate Club information tools are developed to promote and explain each level of programming and Club services• Ensure that all facets of the Club website and communications are accessible through smart phone, tablets and other devices• Investigate, and if appropriate, integrate tools to assist team management procedures• Use a variety of strategies to promote spring registration and early season interest in the Club• Promote senior team game nights to younger players



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COMPONENT	STRATEGIC OBJECTIVES
11. Marketing & Branding	<ul style="list-style-type: none">• Ensure players, coaches and staff have and display the Club logo when participating in Club and team events• Ensure that the Club's public image and all materials and programs meet the needs of members for today and the next 10 years• Develop and implement a strategy for Club involvement in community activities to raise the profile of the Club and to promote volunteerism, community spirit and care of others among players• Improve the profile of the Club with school-directed annual promotional campaigns in every school within the Club's service area• Review and build the merchandizing program to increase the Club's visibility and revenues• Actively support and market the tournament to build the Club's brand• Build on community outreach and engagement with events such as a food drive at registration, used equipment drive, and event management• Develop and promote a merchandising plan at the clubhouse and online• Visibly promote the Club's mission and vision at the clubhouse• Promote the scholarships and awards both publically and within the Club
12. Business Development	<ul style="list-style-type: none">• Ensure the Club has revenue-generating opportunities such as tournament(s), Club merchandise, and clubhouse canteen• Explore partnerships with community organizations and businesses to increase the Club's visibility and profile• Investigate a cashless payment system at the clubhouse canteen• Establish the clubhouse canteen as the summer centre of business operations
13. Volunteering	<ul style="list-style-type: none">• Ensure the Club provides a welcoming, safe and engaging atmosphere for the volunteers needed to run the Club• Formalize a survey at the end of the summer season for volunteers and provide results to the Board prior to the end of the calendar year• Formally recognize volunteers and long-service volunteers• Develop a succession plan for volunteer positions• Establish a Director of Volunteers• Encourage use of bursary and Duke of Edinburgh hours for student volunteers• Investigate incentivizing volunteers



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COMPONENT	STRATEGIC OBJECTIVES
14. Financial Plan	<ul style="list-style-type: none">• Ensure that appropriate financial management policies and procedures are in place and are reviewed regularly for applicability, transparency and protection of the Club• Ensure that all Board members have input into the development of the annual budget, and that the budget is presented to, and approved by the Board• Present quarterly financial statements to the Board, including the Balance Sheet and Income Statement showing budget variance, and prior year comparisons, with adequate time before meetings to properly review the content• Build capital development funds into the Club's financial practices• Build a legacy fund that will periodically be drawn upon to provide facilities for the advancement of the Club• Maintain reasonable and affordable pricing for membership• Promote linkage to aid organizations such as Kidsport

OVERSIGHT

The Club's goal is for the Board of Directors to provide the structure and oversight necessary for the Club to operate efficiently and effectively.

COMPONENT	STRATEGIC OBJECTIVES
15. Governance	<ul style="list-style-type: none">• Maintain a robust, active and engaged Board of Directors who are well supported by Club staff• Use succession planning to recruit new Board members to ensure continuity and diversity on the Board• Develop and implement policies and guidelines in order that members engage with the Club in accordance with the Vision and Values of the Club• Train Board members and staff to ensure that they are familiar with the bylaws, policies and guidelines of the Club• Promote and raise awareness of the governance structure of the Club to ensure that members have notice• Review bylaws, policies and guidelines at least annually



COMMUNITY RESPONSIBLITY

The Club’s goals are to provide services and programs valued by the community, to be a good community citizen, and to give back to the community by providing opportunities for volunteer and summer employment for community members.

COMPONENT	STRATEGIC OBJECTIVES
16. Community Engagement	<ul style="list-style-type: none">• Provide services and programs that are available to all members of the Charlottetown and Winsloe communities• Strive to facilitate inclusion of community members whose financial or social situation may introduce barriers to participation in Club programs• Provide employment and volunteer opportunities for youth to help them gain leadership experience and expertise• Provide support for community initiatives that benefit both the Club and the community in general

