

2023-25 CBSC Strategic Plan



Nathan Cicoria
Executive Director | Calgary Blizzard Soccer Club
October 2023



2023-25 CBSC STRATEGIC PLAN

MESSAGE from the PRESIDENT

To All CBSC Players, Families, Coaches, Volunteers and Sport Partners,

This 2023-2025 Three Year Strategic Plan is our Calgary Blizzard gameplan for the coming years. It represents many months of thought, conversation, discussion and self-reflection from many stakeholders. This plan sets out how we will improve and evolve our club.

As a governance board, we are committed to the long-term success of our club. We focus upon the Club vision, strategies, and priorities to address both short- and long-term goals so that we may continue our role as a sport leader both locally and nationally. While we take delight in our players' development and numerous accomplishments, we keep an eye to the horizon and a firm hand on the tiller

We are always appreciative of the continuing support of our members and must acknowledge that our success and development could not occur without our dedicated professional staff.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Girvitz', is written over a faint, light blue circular stamp or watermark.

Ronald Girvitz

President – Calgary Blizzard Soccer Club

October 2023



2023-25 CBSC STRATEGIC PLAN

MESSAGE from the EXECUTIVE DIRECTOR

To All CBSC Players, Families, Coaches, Volunteers and Sport Partners,

It is with great pleasure that we present to you, our valued stakeholders, the Calgary Blizzard Soccer Club - 2023-25 Strategic Plan. This document first and foremost represents our unwavering commitment to values-based programming, built upon a strong foundation of respect, inclusion and diversity. Our role in fostering both positive sport experiences and the healthy development of Canada's youth cannot be overstated and we take this responsibility very seriously.

We deeply appreciate all the feedback and input provided to our Board of Directors, Management and Staff in the development of this plan. The Calgary Blizzard Soccer Club recognizes the critical role that an engaged and constructive membership base must play in setting the future direction of the club. To this end we are committed to ensuring that the necessary pathways to receive input from our members and sport partners, remain open at all times and that these insights are reinvested into our club for continuous improvement over time.

As you read this document, please take a moment to reflect on the proud history of our club as a Calgary youth sport institution. It takes an exceptional community to support an organization for over five decades and we thank you for your continued support. Here's to another 50yrs!

Yours in Sport,

A handwritten signature in blue ink, appearing to read 'Nathan Cicoria', with a long horizontal flourish extending to the right.

Nathan Cicoria

Executive Director – Calgary Blizzard Soccer Club

October 2023



2023-25 CBSC STRATEGIC PLAN

MESSAGE from the SPORTING DIRECTOR

To All CBSC Players, Families, Coaches, Volunteers and Sport Partners,

It is my pleasure to present the Calgary Blizzard Soccer Club Strategic Plan for 2023-2025. This Strategic Plan is the result of feedback and vision involving both technical & operational staff as well as you the members along with individual player feedback. It lays out a bold but achievable vision for the future of Calgary Blizzard Soccer Club. It is our goal with this strategic plan to push towards continued excellence and find ways to increase the quality of the Calgary Blizzard brand, culture and more importantly our player's sport experience.

Be assured that over the next three years, the team here at Calgary Blizzard will work in an aligned, purposeful, and collaborative manner to produce exceptional results. Thank you to our membership for their continued support, feedback and diligence in our mission, vision, and values.

Sincerely,

A handwritten signature in black ink, appearing to read 'DR', with a large, stylized flourish at the end.

Diogo Raposo

Sporting Director – Calgary Blizzard Soccer Club

October 2023



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CBSC Strategic Drivers

OUR VISION

To establish Calgary Blizzard Soccer Club as Canada's premier soccer organization, committed to the pursuit of excellence in the development of players, coaches, officials and sport families.

OUR MISSION

To build stronger, healthier communities through positive sport experiences for our membership, stakeholders and partners in an inclusive, sustainable and uniquely Canadian performance environment.

OUR VALUES + GUIDING PRINCIPLES

"BE ORANGE"

Belief - *We believe in the power of sport to build lifelong connections within our communities*

Excellence - *We commit to the pursuit of excellence both on and off the field of play*

Opportunity - *We strive to ensure equitable and inclusive sport opportunities for all*

Respect - *We will promote respect for our competitors, the fans and officials at all times*

Accountable – *We are accountable for our actions through sportsmanship and fair play*

Nation – *We celebrate our national and cultural heritage through sport and competition*

Growth - *We embrace the opportunity to learn and grow through our shared sport experiences*

Enthusiasm - *We will succeed through our passion and enthusiasm for the game*



2023-25 CBSC STRATEGIC PLAN

CBSC Long Term Goals

GOAL #1- POSITIVE SPORT EXPERIENCE + MEMBERSHIP SATISFACTION

To achieve positive sport experiences and membership satisfaction through an inclusive, diverse and community focused sport environment with exceptional value return

GOAL #2- PATHWAYS FOR EXCELLENCE + SPORT 4 LIFE

To establish CBSC as a leading sport organization within Canada for youth soccer development, high performance transitions and sport for life opportunities

GOAL #3- ORGANIZATIONAL EXCELLENCE + SUSTAINABILITY

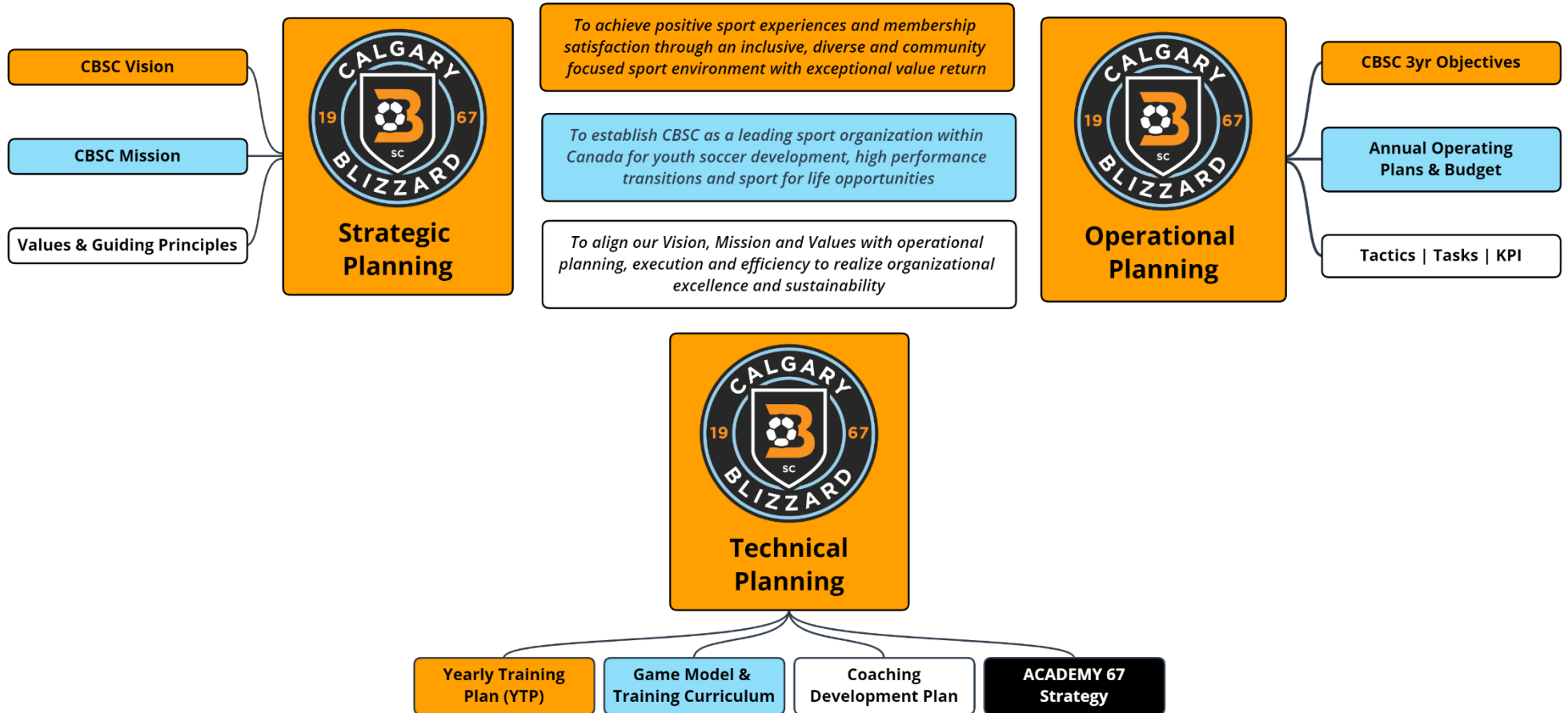
To align our Vision, Mission and Values with operational planning, execution and efficiency to realize organizational excellence and sustainability



2023-25 CBSC STRATEGIC PLAN

CBSC Planning Framework

LONG TERM GOALS



The CBSC Planning Framework is comprised of three (3) main planning documents, which come together to operationalize our action plans in order to achieve the goals and objectives of the organization all the while remaining in alignment with our club values and culture.



2023-25 CBSC STRATEGIC PLAN

Goal #1 - Positive Sport Experience + Membership Satisfaction

CBSC's primary objective as a youth sports organization is to ensure that our players, coaches, volunteers and membership as a whole are gaining positive sport experiences both on and off the field of play. In turn, these favorable experiences help our key stakeholders to realize a higher rate of return on the various investments that will be made into the Blizzard organization with respect to time, money and opportunity costs.

Several factors, when pre-planned and executed properly, are known to have a direct impact the club's ability to achieve optimal membership satisfaction. These factors include but are not limited to the quality of technical coaching delivery, timely and effective communications, program scheduling and logistics, tournament and major games opportunities, access to centralized all-season facilities and competition results.

As many in the business world can attest, "happy" customers are "repeat" customers and allow a club to grow organically over time through player retention and word-of-mouth referrals. This membership-first approach not only aligns with the Blizzard values but has proven to be far more sustainable in the long run, while ensuring that the club also remains in compliance with CSA standards-based licensing requirements as a National Youth Club License (NYCL) holder.

Fostering a welcoming and supportive club culture that exemplifies inclusion, diversity and equity throughout all of our programming and technical delivery, reduces barriers to sport for marginalized groups within our city and helps to establish safe environments for families and players looking to sport for a sense of belonging and community.

The following is a summary of those strategic objectives and targets that the club is proposing to accomplish within the scope of this 3yr strategic plan with an expected date of delivery, completion and priority status.



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Goal #2 - Pathways for Excellence + Sport-4-Life

Over the next three (3) years and beyond, the Calgary Blizzard organization will strive to achieve recognition as a leading sport organization in Canada with respect to youth soccer development, high performance transitions and sport for life opportunities. This will only be possible by establishing a uniquely identifiable sport environment and performance culture driven by a highly trained and experienced leadership team with strong connections throughout the Canadian and international soccer communities.

Through the combination of strong team of soccer professionals together with very deliberate and targeted investments into capacity building and professional development, that the club can create a very attractive and rewarding workplace for coaches resulting in an increase of long-term retention of key staff and thereby avoiding any losses typically associated with coaching migration out of the organization.

Calgary Blizzard SC is committed to providing Calgarians with diverse, equitable and inclusive opportunities to play the game of soccer and take the approach of providing multiple points of entry to the game with program offerings. These programs offerings will accommodate early, mid and late stages of participation, competitive and non-competitive play for participants who desire more or less engagement / commitment for their soccer experience.

CBSC youth soccer programs include *GRASSROOTS* (U4-U9) offered at the Community, In-House, and District levels of play, and continue with *CORE* (U10-U13) and *REACH* (U14-U19) programs for older players. In addition to regular team programming, members and non-members alike have access to current and ex-professional instructors for additional technical camps and clinics to enhance their development through CBSC's Academy 67. A full slate of sport science, sports medicine and mental performance professionals are also available through the club's Integrated Support Team (IST) partnerships.

Finally, for those athlete and coaches wishing to continue in soccer beyond youth sport, the club ensures programming support for post-secondary, semi-professional transitions (High Performance Program), adult competitive / recreational soccer programs (Sport for Life – S4L), and Coaching / Officials development pathways.



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Goal #3 - Organizational Excellence + Sustainability

Realizing organizational excellence and sustainability takes purposeful planning, deliberate action and a systematic approach to performance evaluation and critical review. This process of continuous improvement, also known as ‘Kaizen’ (incremental improvement over time) is the cornerstone of any high-performance organization committed to the pursuit of excellence.

Ensuring that the organization has the necessary leadership and professional oversight to achieve our goals and objectives is extremely important. Recruiting and assembling a strong Board of Directors consisting of business and industry professionals with a wide range of multidisciplinary skillsets, together with a capable and experienced executive management team is paramount to success. Regular engagement of stakeholders, routine management reporting and the commitment to fiduciary responsibilities by this leadership team ensures the club is operating efficiently and effectively all the while remaining in alignment with the mission, vision and values of the organization.

Sport Operations and Club Administration are complimentary business units in place to support technical programming. The *Sport Operations* Team is responsible for those areas of daily activity such as membership services, scheduling and logistics, team management, volunteer coordination, infrastructure and equipment. *Club Administration*, which includes human resources, finance, accounting, information technology (IT), legal and insurance, represents the majority of the club’s sport and business functions and associated costs.

A comprehensive *Marketing and Events Plan* will outline the club’s approach to advertising and promotion of revenue generating activities such as season registration, clinics and camps, fan apparel and merchandising, major games (League 1), tournaments (3v3 Winter Classic) and special events (Blizzard Day etc.). Through various partnerships, sponsorships and vendor relationships the club is able to leverage direct and indirect forms of marketing, promoting the Blizzard brand and gaining recognition for our club and programs both locally and provincially.

The last of the three (3) objectives for this 2023-25 CBSC Strategic Plan, is to create and realize Organizational Excellence and Sustainability in regards to the all aspects of the club. It is our belief that the responsible governance of our organization and the effective management and deployment of financial resources is a reflection of the club operating through our values and in alignment with our Strategic Planning.