

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
	<p>to thank, attract and retain effective volunteer support. It might include:</p> <ol style="list-style-type: none"> a. Volunteer recognition social events b. Thanks you gift cards c. thank you cards, d. Gorge gifts (i.e. t-shirts, hats) <p>2) Registration Discount for Volunteers</p>	
<p>Putting a Good Product on The Field</p>	<ol style="list-style-type: none"> 1) Senior Team Sponsorship Program 2) Support for Div.1 Men's and Premier Teams with Funding & Club Support 3) Broaden support to remaining Senior teams 4) Communications for all senior games to members via email or website 5) Actively recruit player for elite programs, ensure top level coaching is in place and clearly communicate benefits to joining Gorge Soccer programs 	<ul style="list-style-type: none"> • Club marketing / branding through premier teams • Better recruitment & retention of players • Teams look professional with uniforms and jackets • Greater club satisfaction & pride • Better atmosphere at park for senior games • Return of Gorge Alumni <p>Top calibre men's and women's teams successfully competing in local leagues and qualifying for provincial and/national</p>

Goal 3 – Development & Training Excellence

Key Result Areas

- Coaching Development – Increased, improved and professional looking.
 - Establish a club-wide coaching program
 - Establish a club-wide curriculum, environment and lexicon (e.g. consistent terminology/language for training/learning from mini → senior)
- Player Development – expand to more ages groups
- Referees Development – additional training and full slate of opportunities
- Facilities Development - Acquire new turf field and improve quality of existing facilities. Invest in club facilities and treat as an asset.
- Club growth requires additional field, gym space/options.
- Support for Technical Director/Head Coach – allow him/her to do what they should be doing – technical program
- Proactively set expectations of players, parents, coaches
- Allow players to be successful in their own age group

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Pride in Facilities	1) Facilities Clean & Updated - Establish a regular “Pride in Park” Program (3-4 times per year). 2) Funded Facilities Maintenance Program – annually funded for maintaining all club facilities	<ul style="list-style-type: none"> • Facilities don’t look run down • Pride in park by youth to seniors • Long-term caring • Easier maintenance on go-forward basis
Player Development Excellence	1) Youth Curriculum & Associated Training - development curriculum developed for: TimBits / U8-10 / u11-12 / u13-18 2) Goalkeeper Curriculum & Associated Training---for all interested goalkeepers in the club. (should be free to players) 3) Player Development Program – to include: Skills + Tactics + Speed/Agility + Nutrition + Psychology. <ul style="list-style-type: none"> a. Provide Academy in addition to regular training – free of charge b. Provide – via an association with Speed/Agility/Strength experts – a program for those players who wish to participate, a club should use its size to help arrange discounted prices for programs. A club should help stress the importance of this domain for injury 	<ul style="list-style-type: none"> • TimBits curriculum established in 2015/6 • U8-u10 curriculum to be established in 2015/16 • U11/u12 curriculum to be established in 2016/ • U13-u18 curriculum to be established in 2017/18 • Noticeable increased skill level in youth players • Noticeable increased skill in coaches • Players continue to play because of the positive experience, confidence building and ability to play with their peers

	<p>prevention and help with education of parents and coaches</p> <p>c. Sports Nutritional Program - Provide nutritional advice to players</p> <p>d. Sports Psychology Program - Provide simple sports psychology information and mental training tips for players</p> <p>4) Player-Centric Program Options:</p> <p>a. Allow upward (and Downward) Movement – but encourage talented players (parents) to remain in their own age group and be successful in their own right.</p> <p>b. Open Practices---to allow players who want to train more or want to challenge themselves the opportunity to do so</p> <p>c. Centrally organized tryouts---these should be run by a coaching director and with independent evaluators. Team coaches should be consulted, however tryouts should be centrally organized to prevent the influence of personal relationships</p> <p>d. Education on the field and in the classroom---promote classroom sessions and encourage players to watch videos of games and analyze. If done with some thought this can be made a fun competition.</p>	
<p>Coach Development Excellence</p>	<p>1) A clearly identified development plan with player development as the primary goal above winning. Winning is a by-product of quality development.</p> <p>2) Minimum Coaching Standard Met By All u8-u18 Coaches</p> <p>a. Practices should not include lectures, lines and laps--- players should not be standing around, allowed the opportunity to lose concentration, or lectured to regularly.</p> <p>b. Practices should be fun, dynamic, active, and challenging</p> <p>3) Coaching Rotation - A different coach at least every two years--- coaches all have different strengths, different ways of communication, and different views of players. Players should benefit from the strengths of multiple coaches and get a “fresh start” every couple years.</p>	<ul style="list-style-type: none"> • Coaches place development before winning and are not afraid to fail. • Noticeable increased skill in coaches • Noticeable increased skill level in youth players • All coaches u8 and above have taken some form of training by March 2016 • Minimum of three in-club coaching sessions held (e.g. defending, transition, attacking)

<p>Formalized Evaluation Program</p>	<ol style="list-style-type: none"> 1) Club Coaching Evaluation---whether you have a coaching director or use coaches to oversee each other, clubs should have coaching oversight. <ol style="list-style-type: none"> a. Standardized Coach Evaluation Forms and Feedback b. 4 pillars of Evaluation completed c. Evaluation provided to Coaches that want it 2) Formalized Player Evaluation Program (assess at training/academy, game assessment, coach assessment, yearend assessment) <ol style="list-style-type: none"> a. Standardized Player Evaluation Forms and Feedback b. 4 pillars of Evaluation completed c. Evaluation provided to players that want it 3) Parents & Players knowledgeable of Assessments (ie communication) 	<ul style="list-style-type: none"> • Coaching improvement & consistency • Parents have mechanism for feedback and knowledge that their concerns will be met • Post-season survey • Online Anonymous Suggestion Box
<p>Turf and Goal Replacement Fund:</p> <ul style="list-style-type: none"> • Invest in Existing Club Facilities 	<ol style="list-style-type: none"> 1) Create a new/replacement turf goal and account 2) Initiate a Fundraising Sponsorship Committee 3) Identify two or three short term and long term fundraising programs. 4) Investigate key fundraising events. 	<ul style="list-style-type: none"> • Budget required = \$650k - GSA will raise \$50,000 per year for turf replacement. • Initiate a Fundraising/Sponsorship Chair/Committee • Two – three short term and long term programs to raise \$25,000/year • Kulai & Cage turf replaced by 2020 • Identification of steady revenue streams and periodic streams • Increased support and ties to Esquimalt HS Turf Field
<p>Facilities For Growth</p>	<ol style="list-style-type: none"> 1) Lights at Bullen - Work with Esquimalt to get better lighting at Bullen within three years 2) New Turf Facility - Establish new turf field for training to address growing demands and club growth. 	<ul style="list-style-type: none"> • New turf field partnered in 5 years • Growth in seniors players / teams
<p>Development = Team Success = Development</p>	<ol style="list-style-type: none"> 1) Placement of teams in competitive leagues---teams should be competing in leagues in which they win approximately 50% of the time. If teams are going 10-0 or 0-10 during the season, it does not promote development. 2) Game evaluations---other coaches or a coaching director should evaluate teams during games and give the team coach feedback as to what they see as strengths and weaknesses. In addition, team coaches should fill out game reports for every game so the club can keep a binder and track the development of each team from year to year 	<ul style="list-style-type: none"> • Happy players and parents • Player & team development before parent egos

<p>Celebrate Club Success</p>	<ol style="list-style-type: none"> 1) Club Goal - to place one Gorge player on Provincial Team (female & male) and/or Vancouver Whitecaps REX program each season 2) Set goal to place our share of players on HPL team each season 3) Website page for success stories 4) Recommend players for HPL---a club should encourage its' best players to challenge themselves further and help them compete for spots on Regional and National teams. 	<ul style="list-style-type: none"> • Advertise Gorge supports player development • One player every two years placed on Provincial Team or Whitecaps REX program • Identification of the "right" players to be placed on Wave HPL teams and inline with Gorge's population percentage (2-3 players /year)
<p>College Recruitment Program</p>	<ol style="list-style-type: none"> 1) Provide college recruitment webpage for players 2) Provide hopeful collegiate players with recruiting help---a club should have a standard college recruit profile form and team profile books, as well as give players realistic expectations as to at what level they can play and serve as a reference for the player. The club should educate players and parents as to the recruiting timeline, financial aid, and how to choose a college (recognizing academics is of primary importance) 	<ul style="list-style-type: none"> • Setup college recruitment website or links to one • Bring in parents of college bound students • Work with LSA / PLSC / Fusion for Saanich Untied team at female's West Canadian Showcase

Goal 4 - Improved Club & Community Ties

Key Result Areas

- Club membership engagement
- Gorge brand in community
- Community outreach (marketing ourselves)
- Promote our club through a variety of media & in our community
- Advertising champions
- Better social media management (including website)
- Continue to update/refresh GSA website

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
Create & Maintain A Website as the Hub of Club Communications	<ol style="list-style-type: none"> 1) Convert the GSA website to a content management system to simplify editing and allow increased input by a variety of club members. 2) Social Media Program 	<ul style="list-style-type: none"> • Improved content; more easily kept up to date and not so onerous on one or two people to maintain • Easier website maintenance by more than one person • Better/faster communications to club members and public • More engage community • Less questions / emails/ phone calls for information • Increased website visits (hits) and Facebook "likes"
Member Engagement	<ol style="list-style-type: none"> 1) Encourage Gorge members to visit the GSA website and Facebook page through direct email 2) Conduct a survey encouraging feedback from parents and members through a Google form link emailed to targeted groups or via Gorge website/Facebook page 3) Create specific survey requesting feedback on facilities, schedules, coaching, individual and team development 4) Have coaches' survey parents at the outset of the season to determine their expectations for their child and follow-up with parents at the conclusion of the season to verify how success GSA was in meeting these goals. 5) Create more opportunities for parents to participate in training sessions along with their child throughout the season. 	<ul style="list-style-type: none"> • Members are informed and feel values • Greater volunteerism • Club garners direct feedback on membership • Improved communication with GSA "clients" and ability to better serve their needs • Ability to identify and focus on specific issues and concerns of GSA "clients" • Opportunity to understand parent expectations and allows coaches to manage these expectations leading to improved "client" satisfaction and communication • Increased parent involvement and more volunteers to assist with the program • Improved atmosphere of "fun" and participation for all players and their families.

	<p>Challenge parents to come up with ideas for social interaction of mini players/parents (e.g. early Easter Egg hunt)</p> <p>6) Organize a Gorge Soccer Day at Hampton Park where kids can challenge their parents in various soccer skills, etc.</p> <ul style="list-style-type: none"> Conduct a survey encouraging feedback from parents and members through a Google form link emailed to targeted groups or via Gorge website/Facebook page 	<ul style="list-style-type: none"> Improved "client" satisfaction and communication leading to understanding and volunteerism
Improved Outreach With Our Community	<ol style="list-style-type: none"> Coordinated and targeting marketing internally & externally Letter of introduction to all community group w/ offer of support / participation Identify and arrange meetings with community partners and invite local politicians to attend and/or participate in Gorge "Fun" Day. Setup a GSA kiosk at various community events to promote Gorge Soccer Identify various media groups who would be willing to advertise Gorge programs available to all age groups 	<ul style="list-style-type: none"> Communication Plan Marketing materials developed Community groups start to contact Gorge for help, support and updates Increased registration and improved communication
Improved Outreach with Local Governments	<ol style="list-style-type: none"> Visit all Local Governments that contribute to Gorge's membership Establish better relationship with Municipal Governments through face-to-face meetings: Parks Department; Council Presentations, etc. Annual visit / communication Support for municipal Identify and arrange meetings with community partners and invite local politicians to attend and/or participate in Gorge "Fun" Day. 	<ul style="list-style-type: none"> 4 municipal governments visited in 2015/6 Establish better relationships Awareness of Gorge Soccer Grease the wheels to get things done Potential funding source Improved reputation within the community and more support for GSA projects, events.
Linkages With K-5 Schools	<ol style="list-style-type: none"> Approach local elementary schools and recreation centres within Gorge boundaries to advertise Gorge mini program. K/1/2 Soccer Program – Setup soccer program and Jambree for K-2 children within catchments schools and host jamboree at park. Annual visit / communication 	<ul style="list-style-type: none"> Establish better relationships Awareness of Gorge Soccer Improved reputation within the community and more support for GSA projects, events Increased registration at the grass roots level.
Club Become a Social Option for Members	<ol style="list-style-type: none"> Establish a Social Committee and increase interaction between youth and senior program through mentoring, team clinics and encouraging senior players to conduct or participate in youth training sessions. Increased Social Activities for Seniors 	<ul style="list-style-type: none"> Senior players establish important connections with younger player which in turn will encourage these players to stay with the club throughout their playing career Improved club "pride", support of other teams and increased attendance at regular events such as the 4'Oclock Club

	<ol style="list-style-type: none"> 3) Increase and promote cross club social events for senior members through establishment of a Social Committee consisting of representatives from all teams. 4) Youth Social events---clubs should promote social events a few times each year. Whether it be a parent vs. child 3 vs. 3 tournament, or a ballroom style night for parents or a trip to the beach for players. 5) Annual banquet---clubs could have an annual banquet to recognize volunteers and those players who exhibit dedication, sportsmanship, and leadership. It can be a fun time with give-aways to bring the club together. 6) Provide additional opportunities for alumni to participate in regular Gorge activities through improved communication. 	<ul style="list-style-type: none"> • Improved team support, increased camaraderie and understanding of club history
<p>Ties to Soccer Community</p>	<ol style="list-style-type: none"> 1) Create an Atmosphere of Soccer <ol style="list-style-type: none"> a. Darby vs Lakehill – Saanich Shield 2) Support of, and exposure to, professional teams. 3) Establish mentoring program with youth/senior players and/or teams. Invite UVic men's/women's teams to conduct clinics for these age groups 	<ul style="list-style-type: none"> • Ties to highest level of soccer played in Community (e.g. Highlanders, Vic united, PCL, Vikings, etc.) • Communications re: Whitecaps & Highlanders • Gorge seen as soccer leader in Victoria