



# 2019 - 2023 STRATEGIC PLAN

## JANUARY 2019

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January 22, 2019

**VISION 2023: To be the leader in **Player Development 4 Life™****

## THE GENESIS OF THE PLAN

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Since its inception in 2010, the West Ottawa Soccer Club (WOSC) has grown and matured as an organization. To ensure sustainable future growth and success it became clear that the Club needed to position itself strategically and decisively within the rapidly changing soccer landscape.

A consultative planning process began in 2013 to engage internal and external stakeholders to produce a Club Strategic Plan. Through a membership survey and a series of planning workshops with the WOSC Board of Directors, WOSC Staff, as well as Club Members and community partners. Drafts were prepared by the CEO and shared with the Board of Directors. A series of Staff and Board workshops took place to validate and further refine the mission, vision and values, as well as goals and strategic objectives to 2020. The careful analysis of the feedback and recommendations provided throughout the planning process has resulted in this plan.

In 2018, a review and update of this plan was performed engaging all major stakeholders (Membership with a survey, Staff & Board).

## BACKGROUND & ENVIRONMENTAL SCAN

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WOSC is currently the largest (soccer) Club in Ottawa, and one of the largest in Canada with over 8,000 annual participants. Within its geographic footprint, the existing volunteer network pulls extensively from the Stittsville, Kanata, West Carleton, Munster, and Richmond areas to create a feeling of community. The Club recognizes the need to nurture a sense of the WOSC “Warriors” community, as it continues to build a strong identity.

The following key aspects were identified as important elements to take into account when identifying the critical areas of priority for the Club moving forward:

**Membership:** Given the size and diverse membership, conflicting interests and expectations were to be expected. For example, recreational players are interested in a program with less commitment and lower cost, while representative players are expecting high level development and competitive opportunities. One of the challenges is to balance these different, but not mutually exclusive, expectations.

**Programs:** Providing customized and quality services and programs to the growing number of West Ottawa residents will help to position WOSC for the future. Growing adult leagues and the diversity of participation at all levels are evidence of success. Membership in the Ontario Player Development League (OPDL) enhances the Club’s status and ability to offer players from non-traditional WOSC areas such as Nepean, Barrhaven, Carleton Place, etc. In order to continue to retain and grow its membership WOSC will have to remain vigilant, as other clubs and/or sports compete for players and coaching talent. The ability to partner / affiliate with professional soccer clubs, school boards, non-profit community organizations (like Wesley Clover Park), private businesses like TMSI, other leagues, etc. to complement club programs will serve to enhance pathway development and contribute to the desired culture of collaboration.

**Infrastructure:** Thanks to the Women's World Cup of 2015, WOSC partnered with Wesley Clover Parks to successfully install a FIFA 2-star standard artificial turf field. In 2017, this partnership was extended to install stadium lights around the turf field in order to extend the hours of use as well as develop 4 full size and 3 mini size fields surrounding the Turf Field. For winter training, WOSC makes use of multiple indoor domes and gymnasiums around the City and at this time is looking to secure access to a local full field dome. During the summer, the majority of outdoor grass fields are rented from the City of Ottawa. As more clubs vie for limited resources, WOSC has identified that the potential loss of access to City fields could jeopardize the Club's ability to deliver quality programs to the growing number of members.

**Governance and staff:** WOSC is led by an active and operational seven member Board of Directors, who have been elected to represent the interests of the members and participant base at large. The club has a revised governance structure to support the growing needs of the Club and continue to meet member expectations. The Club employs a professional team of experienced soccer and administrative leaders. This positions the Club to meet the high standards expected by its members and all governing associations within Canada. The creation and maintenance of a positive working environment to ensure that WOSC continues to recruit and retain high quality staff is identified as a key priority area.

**Communications:** WOSC communicates frequently with its membership through the use of social media and its website. The increased demands to communicate proactively and dynamically will require the Club to make use of additional methods to connect with stakeholders. A new marketing strategy is being developed for execution in 2019.

**Finances:** Financially, the Club benefits from bulk purchasing power and has a healthy reserve fund. Membership participation fees account for the majority of the Club's revenue source. Moving forward, the Club will benefit from additional sources of revenue including a Club Lounge & Pro Shop, facility rentals, sponsorships, grants, and philanthropic donations.

## **SIGNIFICANT ACCOMPLISHMENTS SINCE 2014**

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- Affiliation with Montreal Impact
- Development of Fields at Wesley Clover Park
- Alignment of Grass Roots Program with LTPD Standards
- Participation in the Ontario Provincial Development League (including one League Champion)
- Showcase Program
- Over 100 players awarded Athletic Scholarships or signed with professional clubs
- Youth Leadership Program
- A Growing Adult Competitive Program

### Summary

WOSC is a member and participant driven sport organization. The value of strategic planning rests in part with the process. This process fosters a set of common values, a shared understanding of the directions set for the organization, and the mechanisms to implement and monitor the progress against the plan.

This five year strategic plan is being updated in order to evaluate performance on an annual basis. The thrust of this strategic plan is to ensure that the plans, priorities, and resource allocations of the Club reflect the needs and interests of its key stakeholders (participants & members).

## MISSION

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The West Ottawa Soccer Club grows, promotes and strengthens soccer in Ottawa by providing all participants with quality development, recreational, representative and elite programs for life.

## VISION

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To be the leader in **Player Development 4 Life™**. A holistic and inclusive model for all players.

## VALUES

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*The Staff and Board of the West Ottawa Soccer Club believe in creating a safe, welcoming, and respectful learning environment. This belief that the following values and the True Sport Principles are essential in helping live the **WOSC Warriors Way** with passion and purpose, on and off the field.*

### WOSC believes in:

**Excellence:** Invest in creating the best environment to learn, work, play and volunteer in; continuously striving to deliver outstanding programs; don't just do it ... do it better.

**Teamwork:** Fostering a deep sense of loyalty and respect among WOSC staff, volunteers and partners; collaboration to achieve common goals; challenging each other to raise the bar.

**Integrity:** Commitment to doing the right thing, in the right way, at the right time, with the right people; believing in what is done.

**Accountability:** Transparency in how decisions are made; knowing the roles and looking for ways to enhance the work; keeping promises.

### True Sport Principles

- *Go for it:* Rise to the challenge – always strive for excellence. Discover how good you can be.
- *Play fair:* Play honestly – obey both the letter and spirit of the rules. Winning is only meaningful, when competition is fair.
- *Respect Others:* Show respect for everyone involved in creating your sporting experience, both on and off the field. Win with dignity and lose with grace.
- *Keep It Fun:* Find the joy of sport. Keep a positive attitude both on and off the field.
- *Stay Healthy:* Place physical and mental health above all other considerations – avoid unsafe activities. Respect your body and keep in shape.
- *Include Everyone:* Share sport with others. Ensure everyone has a place to play.
- *Give Back:* Find ways to show your appreciation for the community that supports your sport and helps make it possible.

## GOALS

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To achieve its long-term vision by 2023 and beyond, WOSC will pursue activities in five distinct goal areas where key results must be achieved. These Goals must be the focus of the strategic time, energy and resources over the next 5+ years.

These Goals will be reviewed annually by the Staff and the Board. This strategic plan is intended to serve as a dynamic tool, permitting the monitoring of the progress on a regular basis. Initiatives and priorities will continue to be reviewed as the environment evolves.

### **GOAL 1: Strengthen the capacity of Staff and Board**

- ✓ 1.1 To improve the effectiveness and efficiency of staff
- ✓ 1.2 To improve the effectiveness of WOSC governance
- ✓ 1.3 To invest in professional development and mentorship of Staff and Board

### **GOAL 2: Continue to align technical structure so that it embodies the principles of LTPD**

- ✓ 2.1 To align the technical staffing structure with the WOSC PD4L© framework
- ✓ 2.2 To strengthen the quality and number of players, coaches and referees
- ✓ 2.3 To maintain and support a Player Development Pathway in alignment with LTPD
- ✓ 2.4 To strengthen administrative and technical stakeholder relationships and partnerships

### **GOAL 3: Create an enhanced experience for participants and stakeholders by living the WOSC values**

- ✓ 3.1 To champion and foster a True Sport environment
- ✓ 3.2 To improve and strengthen internal and external communications
- ✓ 3.3 To improve and strengthen relationships with participants and volunteers
- ✓ 3.4 To increase the quality of community and business relationships and partnerships

### **GOAL 4: Improve access to quality facilities including securing a home for WOSC**

- ✓ 4.1 To develop a facilities plan
- ✓ 4.2 To develop a business plan that makes the case for securing a quality, year-round WOSC facility

### **GOAL 5: Increase and diversify revenues**

- ✓ 5.1 To develop a long-term funding strategy
- ✓ 5.2 To increase non-registration revenues for elite programs
- ✓ 5.3 To increase the value of sponsorships
- ✓ 5.4 To ensure the number of registered participants is reflective of WOSC's capacity
- ✓ 5.5 To increase the number of volunteer hours
- ✓ 5.6 To market and promote WOSC

## **MONITORING AND EVALUATING THE PLAN**

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To support progress towards achieving the WOSC vision, the use of Key Performance Indicators (KPIs) against each area of the five goals. Taken together, these outcomes and KPIs help to “tell the WOSC story”, and serve as both an internal reporting tool, and as a key component of the communication to the stakeholders and partners. While the timeframe for achievements in the five goals is targeted to 2023 and beyond, objectives define specific outcomes that are expected to be achieved between 2019 and 2023.

## **CONCLUSION**

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Thank you to the stakeholders who continue to contribute to the development of the Club’s strategic plan.

Much like the game of soccer itself, these efforts are all about teamwork. This will determine the future direction of a Club that exists to serve the soccer enthusiasts in Ottawa.

WOSC will strive to continue to exceed expectations and be the destination for Player Development 4 Life<sup>®</sup> through the many contributions from the membership, volunteers, staff and board.

See you on the pitch. Go Warriors!!!