



WEST OTTAWA SOCCER CLUB

2019 - 2023 STRATEGIC PLAN

Updated for August 2021

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

August 2021

v1.1

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I. THE GENESIS OF THE PLAN

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. This process was completed 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 General Manager 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. As the case for strategic plans and visions the Club would need to set dates to check our progress. With this current review, the Club will keep moving our strategic pillars forward towards 2025

In 2018, a review and update of this plan was performed engaging all major stakeholders (Membership with a survey, Staff & Board). A scheduled review was set to take place in the year 2021 with a follow-up and subsequent update scheduled for 2023.

II. BACKGROUND & ENVIRONMENTAL SCAN

WOSC is currently the largest (soccer) Club in Ottawa, and one of the largest in Canada with over 7500 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 consider 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 a high level of 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 (such as Wesley Clover Park), private businesses such as TMSI, other leagues, etc. to complement club programs will serve to enhance the pathway development and contribute to the desired culture of collaboration. All the while working

closely with the appropriate associations (EODSA, OS and CSA) to ensure proper alignment with these governing bodies is achieved.

To enhance the pathway development and contribute to the desired culture of collaboration, WOSC will require:

- the ability to partner / affiliate with professional soccer clubs, school boards, non-profit community organizations (such as Wesley Clover Park), and private businesses (such as TMSI, other leagues, etc)
- working closely with the appropriate associations (EODSA, OSA and CSA) to ensure that proper alignment with these governing bodies is achieved)

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 grass fields (2017) and 2 training areas for goalkeepers and physical fitness (2021) surrounding the Turf Field.

For winter training, WOSC makes use of multiple indoor domes and gymnasiums around the City and at this time we have exclusive access to the Ottawa Sooners Dome located on the Paul Desmarais school property. 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. **Note:** quality of the fields for the recreation programs are good quality. For a representative program the quality of fields are inconsistent.

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.

Since 2018, we are endeavouring to maintain to meet the requirements of the Canadian National Youth Licensing. This is an ongoing process with annual reviews in place until 2024

COMMUNICATIONS

WOSC communicates frequently with its membership using social media, targeted email blasts from program coordinators to program members, monthly newsletters to all members, 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 2022.

FINANCES

The West Ottawa Soccer Club's main source of revenue stems from participant registration fees. The Club has a healthy reserve fund that it can access for future expenses, expected or unexpected. The Club receives additional revenues from local sponsors, by monetary means or by supply of uniforms for age specific programs.

III. SIGNIFICANT ACCOMPLISHMENTS

PAST ACCOMPLISHMENTS (2015-2020)

- Development of Fields at Wesley Clover Park
- Montreal Impact affiliation
- 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

CURRENT ACCOMPLISHMENTS (2021)

- Primary/Anchor tenant at the Sooners Mega Dome, Ottawa's premier indoor facility.
- 6 coaches at WOSC will have their Canada Soccer Youth License by 2022
- 5 coaches at WOSC obtained their Canada Soccer Children's License
- WOSC to implement the Canada Soccer skill centre program
- Expanded our tournament/festival events: now host the Wesley Clover Cup (Showcase), Warrior Summer Classic and plan on hosting REP Fest (U9-U12)
- Full curriculum for every age group and level completed

Recognizing the impact of Covid the club would like to call out some 'covid specific' accomplishments:

- Created videos demonstrating best practices and parking instructions for the facilities WOSC was/is using
- Dedicated COVID-19 resource and information page on WOSC website.
- Over 100 online virtual sessions delivered

IV. MISSION, VISION & VALUES

MISSION

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

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

VALUES

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. Transparency in how decisions are made; knowing the roles and looking for ways to enhance the work; keeping promises; commitment to treating all individuals with respect and dignity,

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.

V. GOALS

To achieve its long-term vision by 2025 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 and to have a succession plan for technical and operational staff
- **1.2** To improve the effectiveness of WOSC governance
- **1.3** To invest in professional development and mentorship of Staff and Board
- **1.4** Keep national licensing current
- **1.5** cultivating a culture of our board and staff that is diverse and inclusive board and represents the values and uniqueness of our community we live in

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
- 3.5 WOSC antiracism and anti-bullying Committee has been successfully established and provides the ability for members to report incidents has been posted to the WOSC.com site.

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

- **4.1** To annually review our facilities plan based on criteria from the CYNL

GOAL 5: Increase and diversify revenues

- **5.1** To develop a long-term funding strategy
- **5.2** To increase non-registration revenues for 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

VI. MONITORING AND EVALUATING THE PLAN

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 2025 and beyond, objectives define specific outcomes that are expected to be achieved between 2019 and 2023.

VII. CONCLUSION

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© through the many contributions from the membership, volunteers, staff and board.

See you on the pitch. Go Warriors!!!