



STRATEGIC PLAN

2026

Leader in *Player Development 4 Life™*





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LAND ACKNOWLEDGEMENT

West Ottawa Soccer Club acknowledges the land on which we gather is the traditional unceded territory of the Anishinaabe Algonquin People. The Algonquin peoples have lived on this land since time immemorial. We are grateful to have the opportunity to reside and be a community within this territory. WOSC is committed to learning the true history of this country and being agents of positive change for the future.



INTRODUCTION

West Ottawa Soccer Club is proud to present the revised Strategic Plan which will enable our efforts to grow and improve as Ottawa's largest soccer club. The work of many have contributed to this plan which has taken into account feedback provided during the 2023 club-wide survey of our members. It is clear there are opportunities for WOSC to evolve and meet the needs of our community with great success due to the expertise within the club as well as the phenomenal network of volunteers, coaches, staff, and partners.

We must first recognize that WOSC is a sporting leader in Ottawa and with this comes great responsibility to deliver soccer programs to meet the full spectrum of diversity we are fortunate to have in our community. This strategic plan has identified the resources, initiatives, and priorities needed to ensure we reach every corner of our community while continuing to deliver the highest quality programming possible. Action plans are developed to address various topics and those have set bold yet achievable goals. We will ensure that we grow with our community, we meet our community's needs in the provision of soccer programs, and that we are examples of innovation within the soccer community.

The achievement of the goals set forth in this plan will require the assistance and dedication of many stakeholders. Whether you are a member of our staff, coach, player, referee, volunteer, or partner, we will need everyone to match their passion for this game with the need for coordinated efforts to evolve. We are so thankful for this network of professional and passionate members and encourage everyone in the WOSC family to join this network and become involved in whatever capacity they can spare. The volunteerism and work you will do will better our club, better our community and shape the future for many players, coaches, referees and families.

We aspire to be better than we have been while recognizing the path we have travelled has many wonderful accomplishments. This strategic plan will guide us in the coming years as we seize opportunities and enjoy the experiences of a sport we all cherish.





| WOSC HISTORY

WOSC was formed in 2010 from the merger of the Goulbourn Soccer Club, Kanata Soccer Club, and the competitive program of the West Carleton Soccer Club. With this merger, it was decided the new club would be known as the West Ottawa Soccer Club and provide high quality soccer programs to the communities of Kanata, Richmond, Munster, Stittsville, and West Carleton (competitive). Since its formation, WOSC has grown in size at all levels of soccer programming while being a community leader through sport. In 2014, WOSC was successful in becoming one of the charter members of the Ontario Provincial Development League (OPDL). This has shaped WOSC into a highly professional organization that is Nationally Licensed with highly qualified and experienced staff and coaches. As WOSC looks to the future, we are immensely proud of the accomplishments of our staff, players, and partners throughout the soccer community.



VISION

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



MISSION

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



VALUES AND PRINCIPLES

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

- 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.

- 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.

PRIORITIES AND GOALS

This strategic plan ensures the priorities and resource allocations of WOSC reflect the needs and interests of its key stakeholders (membership & voting members). Our club has six main priorities which have numerous subordinate initiatives for the growth and evolution of WOSC.



Membership. Continued provision of full-spectrum services for the diverse interests within WOSC and our soccer community will remain a high priority. Special attention will be focused on *retention* while concurrently *attracting* new members to enable growth in keeping with the increase in our population. This will include players, coaches, officials, and volunteers across all programs and will also require an effort to enhance communication to ensure WOSC is known widely within the community as a Nationally accredited soccer provider. Specific efforts will focus on the multitude of underrepresented groups within our community, whether those are defined by *gender, age, and/or diaspora*. Soccer is a huge benefit to our community and WOSC will be a leader for ensuring everyone is aware of our benefits and feels welcome. WOSC recognizes we must do more to ensure female representation in our sport is improved which will be captured in a specific and detailed Action Plan titled. “WOSC’s Action Plan for Female Representation”.



Programs. As Ottawa’s largest Soccer Club, WOSC will continue to provide diverse programs while investing specific efforts to evolve in youth recreation, youth competitive, and adult programming. To enable the success of programs from the “Wee Warriors” to the adult teams, WOSC will ensure best-practices from one group are mirrored in others. Deliberate investment in coaching proficiencies for paid coaches and volunteers will be an annual focus, along with the continued use of the “Skills Centre” approach to coaching players. As a recognized high caliber soccer club within Ontario Soccer, the three levels of competitive play (OPDL, Regional, District) will also receive specific attention to strengthen numbers as well as performance. WOSC will increase the number of competitive players as well as improve their quality of play year over year in order to provide continued growth and challenge for all players and coaches. Special efforts and resources will also be allocated towards improving the delivery of the youth recreational programs so that players are challenged, supported, encouraged, and developed into confident soccer players who maintain a passion for the game for life. The WOSC Action Plan Titled, “WOSC’s Technical Development Action Plan” will align efforts with Canada Soccer’s Long Term Player Development (LTPD) and detailed annual objectives centred on players, coaches, and referees will ensure all aspects of program delivery are executed at the highest level possible.

Facilities. WOSC is fortunate to have great partners in the provision of high quality soccer facilities. Wesley Clover Park and TMSI Thunderbird facilities are two of our most significant examples of partners who work closely with WOSC to ensure our community is afforded the best pitches and facilities possible. As our programs expand in type and volume, these partnerships will continue to be instrumental for our success. The identification of the future infrastructure requirements for WOSC will be captured in the “WOSC Capital Investment Action Plan” to ensure there is timely identification of opportunities and necessary coordination of resources. Topics found in the action plan will include irrigation systems, artificial turf upgrades/replacements, lighting, player and fan amenities, coaching and staff workspaces, Volta Soccer (playing arena) facilities, planning for more indoor venues to meet our growing community’s needs.

Governance and Staff. Led by an eight person Board of Directors elected to represent the interests of WOSC membership, the Board will be focused on the development of the Action Plans and setting priorities while ensuring appropriate resources and directives are provided to enable success. WOSC is a Nationally licensed Club which



is a testament to the outstanding professionalism of our staff. Investment in their continued professional development will be instrumental to meeting future challenges as our Club grows. The Board will also emphasize volunteer participation across our membership and encourage members to become increasingly involved in the support network of our WOSC community. Existing committees will be bolstered and where needed new ones will be stood-up in order to harness the great ideas, abilities, and enthusiasm of our members who wish to give back in their own way. As a trifecta, Board, Staff, and members WOSC will ensure that opportunities are seized, challenges are overcome, and everyone is positioned to meet the demands of tomorrow with great resilience and effectiveness.

Revenues/Finances. The primary source of WOSC's revenue stems from registration fees; however, there are a number of local sponsors who have graciously provided funds or materials. The strengthening of these partnerships, while inviting others to join our team, will continue to be a priority. Financial stewardship of the Club by the Board has ensured plans for large financial commitments in the future are well designed. The financial health and continued application of sound financial management practices will ensure growth in programs is appropriately resourced and costs remain competitive within the industry. Additionally, specific and dedicated focus will be placed on developing our technical staff, providing professional development opportunities to our staff, and enabling the success of our volunteers through training and provision of resources where needed.

Communication. Following a survey of WOSC members in 2023, there was a resounding response that communications are a cornerstone of our future success. It was also recognized that across all programs, WOSC can do better in communicating with members and this will require a deliberate effort focused on employing the various mediums at our disposal. Action plans will each have components related to communication which will ensure timely receipt of information for our three primary audiences; members, staff, and external markets or stakeholders. We will ensure our memberships knows what the future holds, we will celebrate current successes, and we will ensure our sponsors and partners receive the recognition and appreciation they very much deserve. Our usage of social media, introduction of diverse communication opportunities such as "townhalls" in person or via Video Teleconference platforms, and a focus on updating our digital platforms will all be captured in



both the “WOSC Marketing Action Plan” and the “WOSC Club Culture Action Plan”.

ACTION PLANS



In order to succeed across the multiple and unique areas within the Club, these Action Plans will provide in-depth coordination of resources and identify how we will evolve. Measures of success will be incorporated into the Action Plans whereby *Key Performance Indicators* will enable assessment of the progression of each plan until accomplished.

Capital Investment. Keeping pace with the growth of our community is an important consideration and requires dedicated attention to identifying future requirements. The Capital Investment Action Plan will identify our needs and how we plan to provide the



necessary resources to enable program delivery with a high quality level. Captured within this action plan will be the topics listed below, to name the most impactful. To meet these requirements, WOSC has the required financial resources and have detailed plans to make specific improvements for each.

- Indoor facilities – Domes and Gyms
- Outdoor facilities – Quality and Quantity, turf replacement
- Equipment – Player development
- Capability Development – Coaches and Staff
- Wesley Clover Park – irrigation system
- WOSC HQ

Technical Development and Long Term Player Development (LTPD). The WOSC *Technical Development Action Plan* is based on the Canada Soccer LTPD plan. LTPD is a framework to maximize a player’s potential and long-term involvement in sports. WOSC is focused on delivering a holistic and inclusive approach to player development. A strong coach, parent, club, and referee development program creates a player-centered approach. Each of the following topics will be found in this Action Plan and will be applicable across all programs.

- Pathways – Players, Coaches, Referees
- Resources – On and off field resources and support
- Communication and Engagement – Awareness

Marketing and Communications. Our *Marketing Action Plan* will focus on internal and external communications improvements to increase retention, membership satisfaction, and attract new members. As well, the opportunities to partner with WOSC as sponsors will be robustly pursued throughout the community. Employing all available mediums of communication, this plan will also identify modernization efforts related to websites and social media products. This specific plan is one that will have numerous touchpoints with every aspect of the club and is truly a supportive plan to other strategic objectives. Our highest priority will be to have meaningful engagement and to see a significant improvement in future surveys regarding quality and efficacy of communication.

- Mediums and Platforms for Communication
- Enrollment - awareness
- Sponsorship

Club Culture. A strong sense of belonging and pride in our club requires a daily and consistent application of our values and



principles. We must ensure all ages, genders, skill levels, and stakeholders have the opportunity to experience soccer in a safe, supportive, and welcoming environment. We must support those delivering on our mission with continuous professional development opportunities and encourage them to grow regardless of their role. We will communicate often and broadly to ensure we celebrate our successes, evolve together, and foster a commitment to the WOSC community.

- Communication
- Support
- Warrior Mentality
- Community Engagement
- Events

Female Retention. There is clear evidence that retention of female players, coaches, referees, and partners/volunteers is a national issue and WOSC is hyper-vigilant and dedicated to make positive changes in this domain. As a community leader, WOSC will continue to break down barriers, support all efforts to increase participation, and maximize retention. Role models in every aspect of the sport will be supported through mentorship programs and continued long term development. This action plan will ensure that a dedicated community engagement strategy is employed to enhance communication for everyone who is passionate to create lasting change. WOSC will ensure that in the coming three years, there is an increase of female registrations, an increase in all supporting aspects such as coaches and referees, and the mentorship programs and outreach programs are well supported to enable rapid improvements.

- Players
- Coaches
- Referees
- Mentorship programs
- Outreach Programs



ACCOMPLISHMENTS- 2023

Men's Premier team:

- > 2023 CSA Toyota National Champions
- > 2023 OSA MilkUp Ontario Cup Champions
- > 2023 O.C.S.L. Premier League Champions
- > 2023 Bob Rathwell Ottawa Cup Champions

WOSC Players:

- > 24 WOSC Alumni at the USports National Championships (2023)
- > Girls 2005 Showcase program, the first cohort to have all players committed to University Soccer programs (2023)

Coaches:

- > 8 Canada Soccer Children's License Coaches (most of any club in the district)
- > 9 Canada Soccer Youth License/CONCACAF B Coaches (most of any club in the district)

Facilities:

- > Opening the VOLTA Cage Soccer Arena at Wesley Clover (April 2023)
- > Opened secondary office trailer at Wesley Clover (April 2023)

Programs:

- > Expanded Adult Program with three (3) additional leagues (2023/24)
- > Thriving WeeWarrior (U4-U7) and Youth Recreational (U8-17) Program YOY {METRICS}
- > Alignment of Grass Roots Program with LTPD Standards
- > Participation in the Ontario Player Development League

