Woodbridge Soccer Club

5 Year Strategic & Operational Plan
2015 - 2020

September 2015
Plan Intent:

The Woodbridge Soccer Club 5-Year Strategic Plan was developed in September 2011 and revised September 2015. It has been approved by the Board of Directors to provide clarity in the WSC commitment to the City of Vaughan and our Membership to grow the Club in support of our Mission and Objectives.

The Plan is broken down into six key elements:

1. Player Development
2. Coach Development
3. Referee Development
4. Facilities Development
5. Volunteer Development
6. Organizational Development

The City of Vaughan is one of the fastest growing communities in Canada. The city's estimated March 2015 population was 319,893 meaning Vaughan has grown by approximately 10.9% since the 2011 Census of Canada and is expected to reach 350,000 by year 2020. Vaughan is a community of young people, with more than 80% of the population under the age of 55 and median age of population at 35.9 years. There are a lot of young families with young children.

More than 40% of Canada's recent immigrants chose the Greater Toronto Area (GTA) as a location to establish roots. Newcomers are attracted to Vaughan because of the 'complete communities' that are being built here. Many of these immigrants come from nations where soccer is their national sport.

The York Region population was 1,032,524 in 2011, surpassing the population mark of one million. At the Canada 2011 Census, 53,989 residents inhabited rural areas in the municipality, 67,551 resided in small urban areas, and 910,984 resided in large urban areas. Its growth rate of 15.7% from 2006 to 2011 was the sixth highest amongst all census divisions in Canada, and the Government of Ontario expects its population to surpass 1.5 million residents by 2031. In addition; York Regions population is an estimated 1,073,158. The majority of the people live within less than a 30 minute drive to Vaughan.
About:
The Woodbridge Soccer Club Inc. (WSC) is a not-for-profit organization managed by a volunteer board of Directors.

The WSC was established in 1976 by a mostly Italian Canadian membership motivated by their love and passion for the game they grew up playing. The passion for soccer has continued to grow the Woodbridge Soccer Club into one of the largest clubs in the City of Vaughan with a membership of approximately 4,000.

Mission:
To provide an opportunity for any person in the City of Vaughan to play soccer in an encouraging and rewarding environment that emphasizes fun, teamwork and skill development at a level that fits his/her abilities. Woodbridge Soccer Club is also dedicated to offering high standard training for those individuals that wish to reach their full potential.

Vision:
To be recognized in our community as a premiere soccer club known for developing and retaining players and having quality coaches and referees.

Values
Fun - we believe in soccer being fun!
Inclusiveness - we believe soccer should welcome all who wish to participate
Excellence - we strive for and support the greatest level of achievement for all members
Fair Play - we believe in fairness on and off the field of play
The Woodbridge Soccer Club’s 5 Year Strategic and Operational Plan were devised with the contribution of qualified individuals, members, coaches, volunteers, staff and approved by the Board of Directors.

**WSC Board of Directors**

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<thead>
<tr>
<th>Name</th>
<th>Role</th>
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<tr>
<td>Mike Rietta</td>
<td>President</td>
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<td>Adam Candido</td>
<td>Vice President</td>
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<tr>
<td>Loren Rossi</td>
<td>Secretary</td>
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<tr>
<td>Michael Pallotta</td>
<td>Treasurer</td>
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<tr>
<td>Joe Galati</td>
<td>Director of Recreational Mini Soccer</td>
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<tr>
<td>Walter Cedrone</td>
<td>Director of Equipment</td>
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<tr>
<td>Danny Colosimo</td>
<td>Director of Female Program</td>
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<tr>
<td>John Scarlato</td>
<td>Director of Special Events &amp; Marketing</td>
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<td>Rosa Raposo</td>
<td>Director of Recreational Youth Soccer</td>
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**WSC Administrative Staff**

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<th>Name</th>
<th>Role</th>
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<tr>
<td>Frank Scarlato</td>
<td>Operations Manager</td>
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<tr>
<td>Hayley Green</td>
<td>Club Administrator</td>
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<tr>
<td>Nicole Laird</td>
<td>Administrative Assistant</td>
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<tr>
<td>Mario Giancola</td>
<td>Head Referee</td>
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**WSC Technical Staff**

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<tr>
<td>Peter Pinizzotto</td>
<td>Director of Coaching</td>
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<tr>
<td>Dave Porco</td>
<td>Technical Director - Girls</td>
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<tr>
<td>Sam Medeiros</td>
<td>Technical Director - Boys</td>
</tr>
<tr>
<td>Mario Gagliardi</td>
<td>Asst Technical Director - Girls</td>
</tr>
<tr>
<td>Vince Petrasso</td>
<td>Asst Technical Director - Boys</td>
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<tr>
<td>Sam Rietta</td>
<td>Goalkeeper Director</td>
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1. Player Development

The Woodbridge Soccer Club is pleased to be a license holder since the inaugural season (2014) of the Ontario Player Development League (OPDL) and League 1 Male & Female (2015) divisions.


League 1 is a standards-based Semi-Professional league and an official part of the OSA's recognized pyramid of play. It is a league that offers the potential of bringing together ALL of the best teams in the province of Ontario, regardless of whether they are Professional or Amateur, with the intent of eliminating most of the competition dilution that exists presently due to having Ontario based teams spread out across several elite senior leagues. League 1 provides talented coaches and referees with increased opportunities to work at an elite level.

The Woodbridge Soccer Club provides recreational programs for boys and girls from the ages of U4 through to U18. There is a robust women’s recreational league of approximately 14 teams.

WSC is committed to develop our programs to align and support the CSA’s Long Term Player Development (LTPD) framework.

Our strategic target is to maintain and increase player registration from 2015 – 2020.

- Design soccer related programs for greater Woodbridge community
- Increase number of certified paid coaches for both house league and competitive teams to maintain high level of quality and consistency with player development
- Implement player surveys for both house league and competitive divisions to receive constructive feedback
- Continue to promote WSC’s player pathway through participation in OPDL and promotion to League 1
- Entrench Woodbridge Soccer Club in the Woodbridge community through increased exposure throughout various community events
2. Coach Development

The Woodbridge SC firmly believes that in the next five years the development of our coaches is essential to the growth development of our program and the development of our players. The objective for the next five years is to have more qualified head coaches by taking advanced coaching courses regardless of the age or division they are coaching.

**Woodbridge Soccer Club Technical Division Organizational Chart:**

- **Our strategic target** is to **increase the number of certified coaches** (National B, Provincial B & Pre-B) and establish a Professional Coaching Structure with qualified Technical Staff over the next five years:
  - The Director of Coaching and the Female Technical Director and Boys Technical Director will focus to identify coaches and to prepare them for the next level of the coaching pathway
  - The club will implement coaching workshops, in class and on field sessions to prepare and evaluate coaches for coaching certifications
    - Currently: 1 National A; 4 National B; 5 Provincial B; 10 Pre B
    - 2016: additional 2 National B; 4 Provincial B; 8 Pre B Coaches
    - 2017: additional 2 National B; 4 Provincial B; 8 Pre B Coaches
    - 2018 – 2020: assess annually
3. Referee and Match Official Development

The Woodbridge Soccer Club recognizes that a key element of soccer development is that of Match Official (Referee) Education and Development. Soccer cannot be played in a structured fashion without officials and the club recognizes that it is in the interests of everyone to ensure that the technical development of this important stakeholder group is focused on heavily.

The WSC Strategic & Operational Plan supports the recruitment, development, education and promotion of referees from the grassroots (club) level. This is achieved through on-going education, assessment and mentoring throughout the soccer season.

Our strategic target is to develop and retain the most Provincial (Class 1) and Regional (Class 2) referees of any club in our district and province.

- 2016 – 2017: Host a minimum of 2 Small Sided Game Courses to accredit U13 players (both developmental and recreational) to officiate 7 v 7 games.
  - Host a minimum of 2 Entry Level Match Officials Courses to accredit U15 players (both recreational and competitive) as well as adults to officiate 9 v 9 and 11 v 11 games.
  - Mentor all new match officials on field and provide constructive feedback
  - Monthly referee meetings
  - Provide on-going support and education
  - Scout match officials and identify for upgrading to District, Provincial and/or National levels
- 2018 – 2020: assess success of above and adjust accordingly
4. Facilities Development

With limited fields available in the Woodbridge boundaries, over the last 5 years Woodbridge Soccer Club has grown and reaching maximum capacity, especially in the younger age groups. The Woodbridge Soccer Club has developed a great relationship with the City of Vaughan over the years and we will continue to work with the City to develop soccer fields and facilities for our membership.

The Vaughan Grove Sports Park boats a world class artificial turf field and 2 natural turf fields. These outdoor fields have recently been utilized for the 2014 U20 Women’s World Cup team practices.

Due to the increased demand for programming 12 months of the year, coupled with the stringent facilities standard imposed by the Ontario Player Development League and League 1, the Woodbridge Soccer Club is in the process of exploring the requirement of an additional indoor facility.

Our strategic target over the next five years is to partner with the City of Vaughan and private investors for an Indoor Air Supported Structure within the Woodbridge Soccer Club boundaries.

- 2015: conduct a needs assessment to support program scheduling
  - Identify location for a dome within the Woodbridge boundaries
  - Identify key shareholders/investors with whom to partner
  - Create business plan and partnership strategies with key shareholders/investors, school boards and City of Vaughan
- 2016: create RFP process for suppliers of structure and equipment required
  - Publish RFP to solicit submissions
  - Explore funding opportunities through Provincial & Federal government agencies
- 2017 – 2020: based on outcomes and viability of above, proceed with construction of facility or continue to explore alternative options
  - Assess annually

Our second strategic target is to expand our current clubhouse

- 2015: assess the facilities required to host additional membership presentations/meetings
  - Schedule meeting with the City of Vaughan to explore viability of expansion
- 2016+: viability to be established before proceeding to next stage
5. Volunteer Development

The Woodbridge Soccer Club is a non-profit organization and volunteers are a vital part of our operations. Volunteers and coaches play a vital role in our club and without the time, energy and commitment of these people, our teams and club, would not be able to run. Volunteers are also needed to help out the Club with administrative tasks, registrations, equipment distribution, special events and other duties.

We recognize the huge commitment and contributions that our coaches and other volunteers make and know that we could not offer our programs without them.

Our strategic target is to recruit and retain dynamic, skills based volunteers to assist with our programs and operational needs.

- 2015 – 2016: review all volunteer positions within the WSC
  - Ensure that all volunteer job descriptions are clear and outline duties and expectations
  - Ensure that all volunteers receive training and development in their assigned roles
  - Attract skills based volunteers to assist with various divisions in the club
  - Create a volunteer “experience” survey to solicit constructive feedback
  - Action areas of concern derived from above
  - Ensure that all volunteers receive positive reinforcement and feedback throughout their service
  - Retain good, loyal and hardworking volunteers annually
  - Advertise volunteer opportunities through club website and e-flyers
  - Continue to host WSC Volunteer Appreciation BBQ in recognition of their hard work and loyalty
- 2017 – 2020: assess the above annually
6. Organizational Development

With the growth of the Woodbridge Soccer Club through the success of acceptance in the OPDL, League 1 and a goal of providing more programs and support to our membership, we recognize the need to increase our administrative staff. We are currently working with our Operations Manager to create a job description to move forward for the 2016 season.

Costs to operate the club are managed through Club fiscal planning and execution. To maximize our membership satisfaction, sponsorship and fundraising are key to limiting the dependency on increasing membership fees. WSC has historically received great financial support from the Woodbridge community for both house league and competitive teams.

**Our strategic target** is to retain additional staff to focus on increasing sponsorship and fundraising, resulting in increased community partnerships.

- **2015:** retain current sponsorship base
  - Explore additional sources of funding through Provincial and/or Federal grants
  - Implement communications strategy to include all current and potential sponsors
- **2016:** Undergo club “branding” to streamline communication and club image
  - Develop strategic partnership with community leaders/organizations
  - Expand community involvement to position WSC as more than just a soccer club
- **2017 – 2020:** assess annually and adjust accordingly