

Part II: Future/Desired State of Club



2.1 Vision Statement

To become the leading community sports club in Canada, delivering the best recreational and competitive player experience that inspires a life-long passion for the game (sport) of Soccer.

2.2 Mission Statement

To inspire Participants of all abilities, ages and backgrounds to enjoy, learn, develop, be active and achieve their own personal successes & milestones through the game of soccer.

We strive to nurture the life character skills, active lifestyle and positive environment necessary for our youth to become Burlington's Leaders and Champions of Tomorrow, by developing:

- The passion, enjoyment, and desire to perform "one's personal best",
- The acceptance of expanding one's comfort zone, building self-confidence and the "pursuit of a personal excellence" mindset,
- Sportsmanship and the principle of Fair Play,
- a respect for others,
- A place to develop life-long friendships and living a healthy lifestyle.

2.3 Strategic Priorities

Strategic Priorities provide focus for the operational, administrative and technical activities that the Board is expected to oversee and accomplish, with the support of Staff and Volunteers, by the end of the Strategic Plan in 2021.

Directional Outcomes are over-arching statements that define the expected result for each Strategic Priority at the end of this Strategic Plan in 2021.

➤ **Strategic Priority 1 - Player Experience and Player Development**

Directional Outcome: Create the best player experience and development system in Ontario.

During the period 2017-2021, the BYSC Board, Staff and Volunteers will work together to improve the overall recreational and competitive player experience to be more enjoyable, fun and celebratory, seek to improve our player development system, and align programming with LTPD.

➤ **Strategic Priority 2 - People Development**

Directional Outcome: Create the best people development & retention program in Ontario.

During the period 2017-2021, the BYSC Board, Staff and Volunteers will work together to strengthen the people within our organization.

➤ **Strategic Priority 3 – Club Development and Sustainability**

Directional Outcome: Build a community sports organization that can sustain itself for the next 5 years and beyond and deliver on our strategic plan.

During the period 2017-2021, the BYSC Board, Staff and Volunteers will work together to seek and develop new revenue and funding sources, expand programming, strengthen the organizational volunteer base and improve processes for financial and operational stability.

➤ **Strategic Priority 4 - Communicate. Educate. Advocate. Engage.**

Directional Outcome: Be recognized as the most progressive and recognizable sports organization in Ontario.

During the period 2017-2021, the BYSC Board, Staff and Volunteers will work together to improve the overall marketing capability and plans of the Club, strength and maximize our brand assets, develop the right culture and values to facilitate a strong sense of community within the membership, and be an advocate for a healthy and active lifestyle, regardless of ability.

2.3.1 Strategic Priority 1 - Player Experience and Player Development

Directional Outcome: Create the best player experience and development system in Ontario.

To achieve the Player Experience and Player Development priority, the Board of Directors will ensure a Strategic Focus in the following areas:

1. LTPD Commitment

Establish and implement a player development plan. Establish a “BYSC Philosophy” to Player Development that is aligned with LTPD for the enjoyment and development of all BYSC players (Recreational and Competitive).

2. Player Development

Establish a complete and comprehensive player development system within the Club or via strategic partnerships to facilitate the achievement of our members’ ultimate goals and desires.

3. Best in Class Recreational Experience

Improve our Recreational player experience to be more enjoyable and celebratory in nature, while providing more opportunities for recognition within the membership. These recreational programs will contribute to fostering a culture of inclusiveness for all participants (including the parents and coaches) and will be one mechanism for increasing member engagement. These programs must establish the foundation of the Club’s relationship with its recreational members, with the ultimate goal of instilling a lasting sense of pride and loyalty throughout the lifetime of each participant.

4. Best in Class Competitive Experience and Competitiveness of Rep Teams

Improve the Competitive player experience and improve their opportunities to progress towards the top of the player pathway – i.e. regional, provincial/national teams, scholarships and professional opportunities. These programs must establish the foundation of the Club’s relationship with its Competitive members, with the ultimate goal of instilling a lasting sense of pride and loyalty throughout the lifetime of each participant.

5. Program Expansion

Developing programming for new or under-served demographics and segments. Develop supplemental revenue streams, sponsorship, grants, and facilities rentals. Huge expansion in Adult House League (summer 2017), winter HL, OPDL 2017 and beyond, and League 1.

2.3.2 Strategic Priority 2 – People Development

Directional Outcome: Create the best soccer personnel development program in Ontario, which includes coaching, officiating, and volunteer development.

To achieve the People Development priority, the Board of Directors will ensure a Strategic Focus in the following areas:

1. Coaching Development

Establish a Centre of Excellence approach to coaching development to enhance our coaches' technical and functional abilities, to facilitate provincial and national accreditations, and to retain them over the long term.

2. Recreational Coaching Standards

Establish coaching standards across our recreational program for a consistent development experience and to standardize the core components of the recreational player experience.

3. Competitive Coaching Standards

Establish coaching standards across all levels of our competitive program for a consistent level of expectations and a consistent player experience.

4. Match Official (referee) Development & Retention

Provide the support and guidance for our match officials to develop their confidence and desire to be a match official in the sport of soccer, facilitate their advancement towards provincial and national accreditation and retain them over the longer term.

5. Volunteer Base (non-coaches)

Expand the volunteer base for organizational execution.

2.3.3 Strategic Priority 3 – Club Development and Sustainability

Directional Outcome: Build a community sports organization that can sustain itself for the next 5 years and beyond and deliver on our strategic plan.

To achieve the Club Development and Build Organizational Capacity priority, the Board of Directors will ensure a Strategic Focus in the following areas:

1. Financial Planning

Establish a five (5) year financial plan and budget for long term financial stability (to support the strategic plan).

2. Club Performance Management

Develop a Club performance measurement and reporting system to ensure transparency, operational excellence and progress of the strategic plan.

3. Facilities and Fields

Develop a comprehensive facilities plan to address the short 3 year plan and then the 5 year long term facilities needs for the Club.

4. Governance

Align the Club's governance model, policies and procedures to a) ensure compliance with the Ontario Not-for-Profit Corporations Act and b) maintain organizational stability and the development of the cross-functional, professional volunteer Governing Board of Directors.

5. Enhance, Automate and Streamline Operations

Simplify our execution to improve the speed of execution and reduce operating costs.

6. Develop appropriate partnerships and strategic alliances

Establish professional relationships with corporations and organizations in the Burlington community that share similar values and goals as the BYSC. These relationships should have a mutual benefit to both parties and should contribute to the Club's goal of establishing itself as a pillar and leader of the Burlington community.

2.3.4 Strategic Priority 4 – Communicate. Educate. Advocate. Engage.

Directional Outcome: Be recognized as the most progressive and recognizable community sports organization within its community in Ontario.

To achieve the Communicate. Educate. Advocate priority, the Board of Directors will ensure a Strategic Focus in the following areas:

1. Branding

Establish a comprehensive brand strategy to ensure our brands are properly aligned and can maximize their value for the Club. This needs to be established by 2017 as we are moving into adult house league.

2. Marketing

Establish a marketing plan to promote & communicate our excellence, achievements and successes to membership and the soccer community.

3. Member Education

Ensure members and parents understand Why we Exist and What we do, including resources for new parents/members, understanding the benefits of LTPD and the sport of soccer, “the Vision of the BYSC” and our Club philosophy.

4. Community Culture and Values

Develop the right organizational culture and sense of community within the membership.

5. Advocate for Healthy, Active Lifestyle

Encourage citizens of all ages to become and remain physically active through the sport of soccer.

6. Engagement

Create an environment that is transparent and inclusive, which will encourage greater involvement from the participants and members. Design opportunities beyond normal programming to further communicate and engage with Club stakeholders – i.e. surveys, town hall meetings, and participation in committees, information sessions, and other electronic published mechanisms.