



Ottawa City Soccer Club

Strategic Plan 2018-2022

VISION: To Foster a lifelong passion for the beautiful game

MISSION: OCSC provides an enhanced soccer experience for all members through quality coach education, community engagement, and a supportive training environment for all players.

VALUES: Inclusivity, Excellence, Respectful Environment, Future Development and Integrity

OCSC Strategic Plan has been developed and approved by the Board of Directors to communicate to Members how the club will grow in support of our Mission and Objectives.

Player Development	Our strategic intent is to establish an identity of excellence, with our focus being on the development of players and people.
Coach Development	Our strategic intent is to increase the number of qualified head coaches by taking advanced coaching courses regardless of the age or division they are coaching.
Referee Development	Our strategic intent is to develop and retain referees above the Ontario Soccer average.
Facility Development	Our strategic intent is strengthen our community partnerships to gain access to facilities, and plans for future development opportunities.
Volunteer Development	Our strategic intent is to recruit and retain dynamic volunteers to assist with our programs and operational needs.
Organization	Our strategic intent is Administrative excellence, Financial stability,



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Objective of this Document:

The Ottawa City Soccer Club (OCSC) Strategic Plan has been developed and approved by the Board of Directors to communicate to Members how the club will grow in support of our Mission and Objectives.

The Ottawa City Soccer Club's Strategic, Technical and Operational Plans were devised with the contribution of qualified individuals, members, coaches, volunteers and staff and was approved by the Board of Directors.

About:

The Ottawa City Soccer Club (OCSC) is a not-for-profit organization managed by a volunteer board of Directors.

On October 2, 2014, members of the Ottawa Royals and Nepean City Soccer Clubs voted unanimously to form the Ottawa Nepean Soccer Club, creating a Club of approximately 3500 located in the heart of the City of Ottawa. At our AGM on Nov. 11 2015 our membership our membership voted to change our name to the Ottawa City Soccer Club.



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As we look ahead to our future as the Ottawa City Soccer Club, and as one of Ottawa's premier soccer clubs, we recognize and celebrate our combined 80 year soccer history, that began somewhere on a pitch in 1966 and 1986.

Mission: The Ottawa City Soccer Club provides an enhanced soccer experience for all members through quality coach education, community engagement, and a supportive training environment for all players.

Vision: To foster a lifelong passion for the beautiful game.

Values: The Board, staff and committed volunteers met to create a core set of business values that we believe will enhance our work and foster meaningful interaction.

The Ottawa City Soccer Club believes in living its values to support a positive and rewarding experience all members. We are committed to:

Fostering an inclusive community: We offer a rewarding and accessible environment that welcomes people of all ages and skill levels.

Striving for excellence: We ensure a quality soccer experience for all members from initiation to recreation to elite to soccer for life.



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Creating a respectful environment: We recognize the multiple contributions that cultivate a sense of belonging and pride.

Investing for the future: We develop the best programs to support a lifelong engagement in the beautiful game.

Managing with integrity: We hold ourselves to high ethical standards and ensure that we are walking the talk. Club's Mission, Vision and Values.

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



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1. Player Development

The Ottawa City Soccer Club provides recreational and competitive programs for boys and girls from the ages of U4 through to U18. OCSC provides men's and women's competitive and recreational teams as a pathway for our athletes to continue playing the beautiful game.

OCSC is committed to develop our programs to align and support the Canadian Soccer Association's (CSA'S) Long Term Player Development (LTPD) framework.

Our strategic intent is to establish an identity of excellence, with our focus being on the development of players and people.

Related Plans:

- Design and implement soccer related programs for our members and community
- Increase the number of certified paid and volunteer coaches for both recreational and competitive programs
- Maintain high level of quality and consistency with player development at the team level
- Implement player surveys for both recreational and competitive divisions to receive constructive feedback
- Continue to promote OCSC's player pathway through participation in our adult program
- Entrench OCSC in the community through increased exposure throughout various community group partnerships



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2. Coach Development

The Ottawa City Soccer Club firmly believes that the development of our coaches is essential to the growth and enrichment of our program and our players.

Our strategic intent is to increase the number of qualified head coaches by taking advanced coaching courses regardless of the age or division they are coaching.

Related Plans:

The OCSC Technical Director and Technical Department will focus to

- Identify coaches and to prepare them for the next level of the coaching pathway
- Implement coaching workshops, in class and on field sessions to prepare and evaluate coaches for coaching certifications
- Create an inventory of coaches and certifications and annual coach development plan
- Determine what levels of coaching certifications are required based on plan
- Increase number of National B; Provincial B; Pre C Coaches in our programs
- 2018 – 2020: assess annually



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3. Referee and Match Official Development

The Ottawa City 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 OCSC Strategic, Technical & Operational Plans support the recruitment, development, education and promotion of referees from the grassroots (club) level. This is achieved through ongoing education, assessment and mentoring throughout the soccer season.

Our strategic intent is to develop and retain the number of referees above the Ontario Soccer average.

Related Plans:

- Host referee courses to support the development of OCSC referee's
- Mentor all new match officials on field and provide constructive feedback
- 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



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4. Facilities Development

Ottawa City Soccer Club intent is to secure long standing partnerships with organizations that can assist OCSC in delivering quality programs for our members.

Our strategic intent is to have suitable facilities for our Grassroots, Recreational, Competitive and Adult programs and managing the club.

Related Plans:

- Conduct a needs assessment to support program scheduling
- Identify location of facilities within our boundaries
- Consider partnership strategies with key shareholders/investors, Algonquin College, school boards and City of Ottawa
- Explore funding opportunities through Provincial & Federal government agencies

Our second strategic target is to determine if our current clubhouse meets our needs

- Assess the facilities required to host additional membership presentations/meetings
- Explore viability of expansion and/or changing location
- Viability to be established before proceeding to next stage
- 2018 – 2020: assess the above annually



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5. Volunteer Development

The Ottawa City Soccer Club is a non-profit organization and volunteers are a vital part of our organization's operations. Volunteers and coaches play a vital role in fueling OCSC. 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 intent is to recruit and retain dynamic, skills based volunteers to assist with our programs and operational needs.

Related Plans:

- Review volunteer positions within the OCSC
- Ensure that volunteer job descriptions are clear and outline duties and expectations
- Ensure that volunteers receive training and development in their assigned roles
- Create a volunteer “experience” survey to solicit constructive feedback
- Ensure that 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
- Look to host OCSC Volunteer Appreciation Event in recognition of their hard work and loyalty
- 2018 – 2020: assess the above annually



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6. Organizational Development

The Ottawa City Soccer Club is committed to Organizational Excellence. OCSC will achieve excellence by enhancing its financial management, governance and administration of the Club. Our strategic intent is to instill Administrative excellence, Financial stability, Organizational culture, Right staff structure and Effective Board

Related Plans:

- Ensure all policies on financial management, governance and Club administration are in line with the Club's mission, values and objectives
- Enhance our Organization culture – OCSC's Values integration, professional development and growth
- Staffing Structure – Right Roles and Responsibilities, yearly operational plan, and proper flow of reporting structure
- Effective Board – Proper Governance Model
- Administrative excellence; policies and manuals
- Set and implement best practices and standards on how the Club is run and tasks are performed
- Financial Sustainability
- Sponsorship and Grant Opportunities
- Expand community involvement to position OCSC as more than just a soccer club
- 2018 – 2020: assess annually and adjust accordingly