



## **BRYST STRATEGIC & OPERATIONAL PLAN | 2021-2026**

### **Plan Intent:**

The BRYST 5-Year Strategic Plan was developed in November 2019, revised March 2020, updated August 2020 and revisited February 2021 due to the impact of the COVID-19 pandemic. The COVID-19 pandemic has made a profound impact on families, businesses, and sports on a global basis. Our strategic and operational plan will reflect our new priorities due to regulations and protocols implemented by all levels of government, Ontario Soccer and Canada Soccer.

A SWOT analysis was sent to all membership (Parents, Coaches, Volunteers, Staff and Directors) of the BRYST to provide further clarity on strategic goals.

The Plan is broken down into 5 key elements:

1. Player Development
2. Coach Development
3. Match Officials Development
4. Organizational Development
5. Facilities Development

About:

### **Mission:**

To provide an opportunity for any person in the region to play soccer in an encouraging and rewarding environment that emphasizes fun, teamwork and skill development at a level that fits his/her BFA 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 BRYST's 5 Year Strategic and Operational Plan were devised with the

contribution of qualified individuals, members, coaches, volunteers, staff and approved by the President.

**1. Player Development**

BRYST provides recreational programs for boys and girls from the ages

of U4 through to U21. The BFA is committed to develop our programs to align and support the CSA's

Long-Term Player Development (LTPD) framework. Due to the impact of COVID-19, participation levels in

sport have declined drastically.

Our primary strategic target is to maintain and increase player registration from 2021 – 2026.

- Ensure all soccer related programs for greater BRYST community abide by all regulations and protocols as required by all levels of government to prevent the transmission of COVID-19
- Encourage participation from Newcomers to Canada as soccer is a gateway to building friendships and remove cultural/social barriers
- Build greater diversity, equity, and inclusion in participation and within our communities
- Create programming to actively engage and encourage participation from Girls and Women
- Increase number of certified paid coaches for both recreational and competitive teams to maintain high level of quality and consistency with player development
- Continue player surveys for both recreational and competitive divisions to receive constructive

feedback

- Continue to promote BFA's player pathway virtually and throughout social media channels
- Entrench BRYST in the region's communities through increased exposure throughout various community events

The growth potential and benefits to BFA:

- Assist in reducing player registration costs
  - » Increase registration levels allows division of overhead costs among a broader base
- Assist in increasing participation levels for all Newcomers to Canada
  - » Removal of cultural and social barriers
- Establish BFA as an organization who embraces diversity, equity, and inclusion
- Increase participation level in girls programs
- Develop strong leadership in soccer
- Supports CSA/OS Long Term Player Development Model
  - » Increase number of teams in each age division promotes open rosters
  - » Encourages age and stage development
- Increased revenue streams
  - » Additional Technical Staff and coaches will be hired to support programs
  - » Allows Technical support staff for each competitive team

## **2. Coach Development**

The CRSB 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 employ highly qualified head coaches by taking advanced coaching courses regardless of the age or division they are coaching.

Our primary strategic target is to increase the number of certified coaches (National B, Provincial B & C License) and establish a Professional Coaching Structure with qualified Technical Staff over the next five years:

2021-2026

- Ensure all Development Head Coaches achieve a minimum C coaching license qualification

- Establish and implement a system of coach mentorship that is available to all coaches
- Attract, develop, and mentor additional female coaches
- Ensure all development and competitive coaches are assessed at least twice a year
- The Director, Technical Development will focus to identify coaches and mentor 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
  - » 2021: National B Part 2; National B Part 1; C License
  - » 2022: National A; National B Part 1; National B Part 2; C License
  - » 2023: National A; National B Part 1; National B Part 2; C License
  - » 2024: additional National B Part 1; National B Part 2; C License
  - » 2025– 2026: assess progression and requirements annually

Our secondary strategic target is to attract, develop and mentor additional female coaches

- The Director, Technical Development will focus on identifying high potential female players currently with our club, to mentor as future coaches

### **3. Match Official Development**

The BFA recognizes that a key element of soccer development is that of Match Official 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 BFA Strategic & Operational Plan supports the development, education and promotion of match officials from the grassroots (club) level.

This is achieved through on-going education, assessment and mentoring throughout the soccer season while implementing all regulations and protocols as required by all levels of government, Ontario Soccer and Canada Soccer.

#### **4. Organizational Development**

With the growth of the BRYST coupled with our goal of providing more programs and support to our membership, we recognize the need to increase and retain operational and technical staff.

We are currently working with our Operations and Technical Teams to create job descriptions to reflect the ongoing changes in prerequisites for divisions of play, inclusivity, equity and diversity.

Revenues require for club operations are managed through BFA's stringent fiscal planning and execution.

To maximize our membership satisfaction, sponsorship and fundraising are key to limiting the dependency on increasing membership fees.

Our primary strategic target is to ensure BFA is fiscally sustainable to continue operations at a credible and serviceable position despite economic swings.

2021 - 2022: Investigate additional forms of revenue

- » Development of additional programs, clinics, and camps
- » Sale of clubwear and equipment

2021-2026: Continue with sound financial reporting processes

- » In partnership with our 3rd party auditor, continue to ensure all financial processes and procedures are consistent with accepted accounting practices

2021-2026: Build financial reserves

- » Ensure registration fees are reflective of the costs incurred, quality of programming and service delivery

2022 – 2023: Explore integration of online registration and league management modules

- » This would allow for alignment with Ontario Soccer's service provider and streamline our processes
- » Reduce overlap in service providers and provide a full online management solution

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

2021: re-establish our sponsorship base which has been impacted by the COVID-19 pandemic

- » Implement communications strategy to include all current and potential sponsors

2021-2022: Undergo club “re-branding” to streamline communication and club image to focus on inclusion, equity, and diversity

- » Develop strategic partnership with community leaders/organizations
- » Expand community involvement to position BFA as more than just a soccer club

2021 - 2026: Explore additional sources of funding

- » Investigate all government funding opportunities, Municipal, Provincial and/or Federal grants
- » Investigate funding opportunities with private and public organizations

2021 – 2026: Continue to develop partnerships with local schools and community groups

- » Reach out to new schools in our boundary to partner on extra-curricular soccer activities
- » Work with community groups to promote each other’s offerings to the local communities.

Our tertiary strategic target to implement Board and Staffing Succession Plan to ensure consistent levels of programming and service levels despite planned or unanticipated turnover

2021 – 2026: Continue with performance reviews of operational and technical staff

- » Recognition of performance and identification of growth opportunities

2021 – 2026: Attract skills-based volunteers to serve on various committee roles

- » Broaden our volunteer base; exposure to possible board and/or staff positions should turnover occur

## **5. Facilities Development**

With limited fields available in the BFA boundaries, over the last 5 years BRYST has grown and reaching maximum capacity, especially in the younger age groups. Due to impending growth within the communities over the upcoming 5 years, additional facilities will be introduced.

As the BFA has developed a great relationship with the City of Vaughan over these past many years, we will continue to work with these municipalities to develop high quality soccer fields and facilities to reflect the requirements of our growing membership and diverse programming. Our primary strategic target is to expand our inventory of lit fields. As our membership continues to grow, ensuring that we have adequate inventory of lit fields to maximize and streamline scheduling. Currently the BFA has access to a few lit fields which presents challenges in the scheduling of our

competitive divisions as well as match officials.

2021 – 2024: work with the City of Vaughan needs assessment and identify facilities that will support infrastructure improvements.

2021 – 2026: Maximize scheduling on high quality facilities for all divisions practices and games.

Due to the increased demand for programming 12 months of the year, coupled with the stringent facilities standard imposed by the development of players the BFA has built and operates our own indoor facility- Prime Athletic Centre PAC 1192 Martin Grove Rd.