



STRATEGIC PLAN

2025-2029

MISSION

To provide a holistic soccer experience that enables players to play at the next level

VISION

To be the industry leader in youth talent development in the GTA

VALUES:

IGNITED BY
PASSION

FUELED BY
AMBITION

BUILT ON
TEAMWORK

ROOTED IN
INTEGRITY

DRIVEN BY
COMMITMENT

STRENGTHENED THROUGH
SUSTAINABILITY



BRYST BACKGROUND:

1996 - founded by Gary Miller

1996-1998 - operated international clinics and seminars for players and coaches

1998 - launched elite player training programs

2005 - expanded to full-time academy teams (boys & girls)

2006 - accepted into the Soccer Academy Alliance Canada (SAAC) league

2015 - officially recognized as an academy by Ontario Soccer

2018 - accepted into the Ontario Academy Soccer League (OASL)

2018 - purchased by the Paolucci Family

2019 - restructured club and onboarded new staff

2020 - opened Prime Athletic Centre with 2 indoor turf fields and a gym space

2021 - rebranded – new look & feel to the club

2022 - awarded QSP Licence under Canada Soccer's Club Licencing Program

2022 - launched grassroots programming

2022 - joined the Ontario Soccer IModel League

2024 - completed MA Level 2 application

2025 - awarded MA Level 2 Licence under Canada Soccer's Club Licencing Program

SWOT ANALYSIS

STRENGTHS - experienced & recognizable coaching staff - ownership of indoor turf facility - ROFR to indoor & outdoor facilities - longstanding reputation in the community - located in a talent hotbed - strong alumni network playing in college, university, and Europe	WEAKNESSES - relatively small in membership (in comparison to large competitors) - higher cost structure than competitors (private entity - not CSO) - dependence on high quality coaches to scale - recreational programming in its infancy
OPPORTUNITIES - continue to grow grassroots program (80 new registrants in 2025) - continue to grow girls program (45 new registrants in 2025) - expand recreational programming – leverage ownership of indoor facility to do so - leverage technology and digital – training technology (vests, boot straps) and content creation - community outreach programs – through schools and community partners	THREATS - competition for talented players and coaches in the GTA - rising costs of facilities and leagues - economic downturn – budget constraints placed on membership - lack of quality control during periods of exponential growth

Threat Mitigation

1. Providing high quality programming helps with athlete recruitment and retention.
2. Owning an indoor turf facility reduces margin erosion amid rising costs.
3. Budgeting for player subsidies assists membership in need during the economic slowdown.
4. Stringent coach selection processes and extensive onboarding & educational supports ensure maintenance of quality during growth periods.

Strategic Pillars – Desired Outcomes

DEVELOP PLAYERS EMPOWER COACHES ELEVATE PERFORMANCE
 BUILD COMMUNITY GROW SUSTAINABLY

DEVELOP PLAYERS

Priorities	Tactics	KPIs
Develop players who are technically & tactically sound.	- Coach according to the club game model & curriculum. - Develop standardized training methodologies and annual training plans. - Track player progress using standardized player evaluation tools.	- % of players meeting or exceeding technical & tactical benchmarks on the club evaluation matrix - # of players graduating to college, university, and/or professional academies - # of players selected for Provincial Screening, Provincial Teams, Youth National Provisional Squads, and other elite environments
Improve character and develop transferable life skills.	- Engage players in off-field exercises. - Provide leadership opportunities to players in the team environment.	- # of off-field touchpoints per season - # of discipline incidents season to season - peer feedback on cooperation & support (surveys) - parent feedback on player behaviour away from soccer
Build independence and cultural understanding.	- Incorporate team travel into the program. - Minimize dependence on parents/guardians during training sessions, match days, and team trips. - Provide peer mentorship opportunities to senior players in conjunction with grassroots programming.	- player self-assessment (pre-season vs post-season) - # of incidents requiring parent/guardian involvement - coach assessment on player independence and cultural understanding - # of players partaking in peer mentorship opportunities

EMPOWER COACHES

Priorities	Tactics	KPIs
Establish uniformity in standards, game model, and training methodologies.	- Extensive coach onboarding process. - Frequent touchpoints with coaches (one-on-one and group setting) throughout the season. - Mentor-led coach sessions and workshops.	- % usage of club-provided session plans - # of coach touchpoints per season - # of mentor-led coach sessions and workshops per season.
Promote higher coach education – formal and informal.	- Support coaches in licensing applications and evaluations. - Provide financial remuneration for coaching courses. - Promote and assist with coach travel and internship opportunities.	- # of coaches completing licence upgrades per cycle - % success rate of coach licence evaluations - \$ invested in coach licences, courses, and education per year - \$ invested in coach travel and workshops per year.

ELEVATE PERFORMANCE

Priorities	Tactics	KPIs
Develop teams who remain competitive in all competitions.	- Coach according to the club game model & curriculum. - Develop standardized training methodologies and annual training plans. - Design & deliver sessions that align with the Individual Development → Team Development → Team Results framework.	- Team goal differential at the end of each season - Average scoreline over the course of each season - Team W-L-D record at the end of each season (not the priority, but important to note) - Veo statistics: possession %, time in possession, # of completed passes, total attempts, shots on goal
Establish uniformity in game model and playing principles.	- Coach workshops centered around game model and playing principles. - Mentor-led practice sessions for coach education. - Leverage Veo film to identify improvement possibilities – team to team.	- # of off-field coach workshops per season - # of mentor-led practice sessions per season - # of film sessions per team per season

BUILD COMMUNITY

Priorities	Tactics	KPIs
Create a sense of belonging for players at the club.	- Seasonal team kick-off & goal-setting meetings. - Team-bonding initiatives off-field (holiday parties, get-togethers, etc.). - Host annual club-wide banquet yearly. - Mid-season, in-person touchpoints with each player (individually) - Player feedback surveys.	- % of teams booking their kick-off meetings each season - # of team-bonding initiatives per team per season - # of attendees at annual club banquet - % of players booking mid-season touchpoints
Establish partnerships with external stakeholders to create a supportive environment.	- Undertake team projects (i.e., kit packing for the homeless during the holidays). - Offer access to professional services to players – counselling, mental health supports, physical health supports.	- # of teams participating in team projects (and % participation within the team) - # of bookings with the various branches of our integrated support team

GROW SUSTAINABLY

Priorities	Tactics	KPIs
Ensure all undertakings of the club are profitable.	- Create a budget sheet for any and every club offering – must be approved at the club-level. - Evaluate the success and profitability of each club initiative upon its conclusion. - Estimate the intangible benefit of each club initiative upon its conclusion. - Quarterly financial reporting meetings to serve as a financial health checkpoint.	- % gross margin for each club initiative and team budget - \$ contribution margin of each club initiative and team budget - % net margin for each quarter - \$ net profit for each quarter
Expand program offerings to allow for growth in membership.	- Increase the number of grassroots teams at the club. - Increase the number of girls teams at the club. - Introduce more recreational programming. - Increase participation in IDPs and Skills Centres.	- # of grassroots teams at the club & % growth S/S - # of grassroots players at the club & % growth S/S - # of female teams at the club & % growth S/S - # of female players at the club & % growth S/S - # of recreational program participants & % growth S/S - % of membership participating in IDPs and Skills Centres

