



GLEN SHIELDS FUTBOL CLUB

5-YEAR STRATEGIC PLAN

STRATEGIC PLAN – PLAYER DEVELOPMENT

1. Establish and implement a player development plan, compliant with the Canadian Soccer Association's Long-Term Player Development plan (LTPD), for all GFC players in the House League and Competitive programs

2013 Objectives:

- Design the player development plan for all players in the GFC system, incorporating the LTPD matrix, and ensure that all players, parents, coaches, officials, Directors understand it
- Ensure LTPD compliance in the entire House League division of the club, focusing on Active Start for ages 4 to 6 and FUNdamentals for ages 7 to 9, with ages 10 plus based on Learn to Train

2015 Objectives:

- Conduct a full review of the effectiveness and success rate of the player development plan
- Conduct a full review of the compliance and the success rate of the LTPD matrix in the Club, and develop strategies for further improvement if needed

2. Develop and implement a fitness development and sports psychology program for all players in the competitive program

2013 Objectives:

- Hire appropriate personnel to develop a physical fitness and injury prevention program for GFC competitive programs aged 11 and up
- Develop appropriate policies (i.e. concussion policy) as they relate to physical fitness and injury prevention and maintenance
- Provide all competitive teams aged 11 and up with an athletic therapist for training and game day purposes

2015 Objectives:

- Evaluate the success of the fitness program, and expand the program to include areas such as nutrition and sports psychology
- Re-evaluate policies and make adjustments and additions as necessary
- Provide all competitive/pre-competitive teams with an athletic therapist for training and game day purposes

3. Develop GFC's elite talent to be successful at the provincial/national level and to be exposed to scholarship opportunities and professional opportunities

2013 Objectives:

- Ensure all GFC competitive teams only compete in Club approved tournaments and leagues to best support the Club's player development plan
- Target a minimum of 15% of GFC players leaving the youth programs be offered college or university scholarship opportunities

2015 Objectives:

- Target a minimum of 10% of GFC competitive players in the District level program, 5% in the Provincial program and 3% in the National training program
- Target a minimum of 25% of GFC players leaving the youth programs be offered college or university scholarship opportunities



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STRATEGIC PLAN – COACHING DEVELOPMENT

1. Establish and implement a coaching development plan for all coaches from house league to elite competitive divisions

2013 Objectives:

- Design and implement the coaching development plan for all coaches in the GFC system, identifying criteria, training and support for all divisions within the Club

2015 Objectives:

- Conduct a full review of the effectiveness and success rate of the coaching development plan and make adjustments as necessary

2. Establish consistent qualification standards for house league coaches within the LTPD framework

2013 Objectives:

- Ensure that all house league coaches from ages 4 to 9 have achieved the Active Start coaching certification within the LTPD framework
- Ensure that in-house coach training sessions are developed for the Club's older competitive players so that they can learn to lead house league LTPD sessions

2015 Objectives:

- Ensure that all house league coaches from ages 4 to 9 have achieved both Active Start and FUNdamentals coaching certification within LTPD framework
- Ensure older competitive players (aged 18 to 21) also achieve the Learn to Train certification within LTPD framework so that they can learn to lead developmental pre-competitive/festival teams

3. Establish the highest possible level of coaching standards for the GFC competitive program

2013 Objectives:

- Establish a system by which rep head coaches are paid coaches and must meet a minimum qualification in order to be hired for the job
- Establish a consistent coaching assessment system for all coaches in the competitive division

2015 Objectives:

- Ensure that all rep coaches meet the minimum coaching certification of a Provincial B license
- Ensure that all rep coaches are assessed twice per year and re-evaluated for the position on a per season basis

STRATEGIC PLAN – REFEREE DEVELOPMENT

1. Increase the number of referees developed at GFC

2013 Objectives:

- Ensure all competitive players aged 14 and up take the entry level referee course

2015 Objectives:

- Develop a plan to actively engage young referees within the Club in order to increase the retention rate of young referees within the Club



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STRATEGIC PLAN – FACILITIES

1. Expand soccer facilities within the GFC boundaries by adding an artificial turf field and additional grass fields to Club inventory

2013 Objectives:

- Continue to work with the City of Vaughan to have an artificial turf field approved in the budget
- Work in partnership with the City of Vaughan to develop 9vs9 fields and high quality mini fields within our boundaries

2015 Objectives:

- Ensure that the Club has the programs in place to maintain status as the primary user of the artificial turf field
- Work in partnership with the City of Vaughan to ensure the development of enough high quality fields to meet the Club's needs within the framework of LTPD

2. Work in partnership with the City of Vaughan to build a new Field House at Concord Thornhill Regional Park

2013 Objectives:

- Complete the design phase of the project and establish a business plan and funding model

2015 Objective:

- Complete the construction phase of the project

STRATEGIC PLAN – REGISTRATION

1. Implement alternate soccer programs to offset declining house league registration numbers once the LTPD program is implemented

2013 Objectives:

- Develop an indoor LTPD house league program for ages 4 to 12
- Develop camp program opportunities for the local community

2015 Objectives:

- Increase enrollment in both the indoor and outdoor LTPD recreational program
- Look for opportunities to merge programs (i.e. adult leagues) with other local clubs



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STRATEGIC PLAN – ADMINISTRATION

1. Establish a strong customer service focus in GFC operations

2013 Objectives:

- Re-evaluate administrative requirements of the Club and re-develop job descriptions and employment complements for all administrative staff
- Establish a set of customer service standards for all employees and volunteers
- Re-establish the Club's gold standard club excellence certification

2015 Objectives:

- Re-evaluate all Board of Director positions and duties and revamp roles and responsibilities as necessary
- Evaluate customer service standards and make adjustments as necessary
- Re-establish the Club's gold standard club excellence certification

2. Continue to strengthen the Club's financial position

2013 Objectives:

- Increase non-fee based sources of revenue, including grant opportunities
- Successfully obtain an Ontario Trillium Grant in support of our LTPD implementation

2015 Objectives:

- Continue to establish and source non-fee based sources of revenue through innovative partnership programs and grant opportunities
- Successfully obtain a government grant in support of the new Field House or other development programs

3. Establish an effective and successful communications strategy

2013 Objectives:

- Develop a communications plan to promote the LTPD implementation to club parents and stakeholders, including the establishment of an annual parent town hall
- Establish a social media strategy, including the use of e-newsletter technology, Facebook, Twitter and a fully accessible website
- Rebrand the Club through the development of a modern new name and logo
- Establish a media plan in order to promote the Club through local and national media outlets

2015 Objectives:

- Continue to promote new Club initiatives and programs through town hall structure or through other viable means of communications
- Continue to upgrade and establish the Club as being on the forefront of internet and social media technology
- Establish a marketing plan centered around the Club's new brand/name/logo
- Continue to expand our relationship with the media and to promote the Club accordingly