



TILLSONBURG FOOTBALL CLUB

2021—2025 STRATEGIC PLAN

JUNE 2021, Updated November 2022



TILLSONBURG FC SOCCER CLUB

2021—2025 STRATEGIC PLAN

June 2021

Tillsonburg Football Club (hereafter referred to as Tillsonburg FC) is a registered non-profit organization that exists to provide programs and services for the sport of soccer not only within the town of Tillsonburg, but also for the surrounding Tri-County area (Oxford, Norfolk, Elgin). The Club is a member of Ontario Soccer and under the umbrella of the Canadian Soccer Association. The Club is governed by an elected Board of Directors.

The 2021-2025 Strategic Plan has been developed to provide direction and structure for the Club as it moves forward with programs and services to meet the current and future needs of members. The roadmap provided by the Strategic Plan is intended to guide growth and development within all aspects of the organization for the next four years.

A Board survey was distributed shortly after the 2021 Annual General Meeting. The background, interests, and opinions of all board members was distributed with 10 of 10 surveys returned fully complete. This compilation of data, along with an environmental scan depicting membership and financial trends, provided important information to the Directors, who created the content for the Strategic Plan.

The Plan remains a living document that will evolve as the Club progresses, and as external influencers or stakeholders support or challenge the environment within which the Club functions.

The Strategic Foundation for 2021—2025:

Vision

We aim for best-in-class soccer at the most affordable price for our members.

Values

- Providing a **Fun/Enjoyable** soccer related environment = #1 for all participants.
- Showing **Respect** to all club members and other soccer-related stakeholders.
- A connected soccer **Community** with unrivalled (competitive) soccer spirit.
- Equality/Equity for all and an **Inclusive** soccer-related environment
- High **Quality** soccer facilities/programming and developing excellent people.
- Practicing **Sportsmanship** and developing transferable (life/work) skills.

Mission Statement

Tillsonburg FC is the community of Tillsonburg's premier licensed competitive soccer organization, embodying the spirit of "The Beautiful Game" through implementing the Ontario Soccer Long-term player development program and promoting both personal and professional growth through soccer.

The 2021-2025 Tillsonburg Soccer Club Areas of Focus

VISION

We aim for best-in-class soccer at the most affordable price for our members.

Area of Emphasis	Grassroots Program and Soccer for Life	Quality Programming and Facilities	Personal Development / Personnel Recruitment	General Club Operations		
	Long-Term Player development model is to be embedded in all programs.					
Goal Statement	Double club membership. Start a U-8 pre-competitive program.	Offer competitive teams at all levels with 25% of teams being league or cup medalists.	Recruit and provide training for coaches, referees and club officials.	Achieve 85% on member satisfaction survey(s) covering communications, branding, governance, and soccer opportunities.		
Sub-Areas				Comm. 	Brand 	Gov. 
Strategic Objective	(1) Recruitment & Retention; (2) Active Start / Fundamentals; (3) Learn to Train Stage 1; (4) Learn to Train Stage 2; and (5) Soccer 4 Life	(6) First Aid / CPR (7) Train to Train. (8) Host a tournament. (9) In-person Annual General Meeting (AGM). (10) Identify a sister city.	(11) Volunteers: New board members; and people. Skills matrix. (12) Referees: Graduate 2 refs per year. Host a clinic 1x per year. (13) Coaches: Grassroots Development Club / 'C' (14) Members	(15) Website. (16) Social Media. (17) Member Services; (18) Other Communications	(19) Events / Promotions, (20) Fundraisers, (21) Merchandise (22) Sponsorship.	(23) Financial / HR management, (24) Facilities, (25) Monitor/Evaluation, (26) Club Policies

2021—2025 Strategic Objectives

Area of Emphasis: GRASSROOTS PROGRAMS AND SOCCER FOR LIFE

Goal Statement: *Double membership (Increase membership by 100%) by 2025 and start a U-8 pre-competitive program that focuses on acquiring basic technical skills.*

Objective	Action or Tactic	Timeline
(1) Recruitment & Retention	• Work with local elementary schools to introduce students to soccer and to the club.	2023
	• Work with school boards in the Tri-County area (TVDSB, GEDSB, LDCSB) to recruit both local students and international high school students to play for the club during their time in the community.	2023
	• Develop recruitment tactics (increased newspaper coverage, more signage)	Ongoing
	• Encourage continued participation in the club by offering split season registration options and an extended fall season (post-season outdoor training, futsal, etc.)	2021
	• More effective communication with membership and increased off-field interactive opportunities.	Ongoing
(2) Active Start/ Fundamentals (U6-U8)	• Develop and implement standardized practice templates (lesson plans) of skills and drills, with expected development progressions, as well as skill and game awareness outcomes.	2023
	• Identify and encourage females to coach at the Fundamentals level to help recruit and retain girls in the sport.	Ongoing
(3) Learn to Train Stage 1 (U9-U10)	• Improve the soccer experiences for players in this critical age group.	2022
	• Create opportunities for older and more advanced players to work with this age group and act as mentors.	2022
	• Support the development of core skills with identified participations through Academy programming.	2023
(4) Learn to Train Stage 2 (U9-U12)	• Ensure that all participants are provided with an enjoyable, educational soccer experience within a healthy and safe environment.	Ongoing
	• Provide Academy opportunities that support and enhance the development of core skills, combination of play and principles of play.	2023
	• Develop and increase the pool of U9-U12 players able to move to the Advanced programming levels.	2024
(5) Soccer 4 Life	• Build a competitive club that provides an enjoyable experience and continues to challenge and develop players who do not move into the more advanced programs.	Ongoing
	• Improve the integration of the adult teams into the club.	Ongoing
	• Increase available turf time for adult players.	2022
	• Field a team for the Women's Premier Division by 2025.	2025

Area of Emphasis: **QUALITY PROGRAMMING AND FACILITIES**

Goal Statement: *Offer competitive teams at all levels with 25% of teams being league or cup medalists.*

Objective	Action or Tactic	Timeline
(6) First Aid / CPR	- Get three individuals within the club certified with First Aid/CPR. - Have 50% of coaches certified by 2023. - Have all bench officials certified by 2025	2021 2023 2025
(7) Train to Train	- Ensure that practice / game ratios are appropriate for the development for all players. - Develop and activate a Goalkeeper program with targeted recruitment and specialized coaching, to support all teams and programs. - Provided off-field learning and training opportunities such as strength and conditioning, nutrition, and mental training, and so on, to enhance the athletes' physical and intellectual preparation for the game. - Provide leadership opportunities (high school volunteer hours). - Travel experiences at appropriate levels to help development and retain players in the programs.	2022 2023 2022 2022 2024
(8) Host a Tournament	Add one tournament / festival per year until each age group is hosting a tournament to showcase Tillsonburg's soccer facilities and raise money for the club.	2023
(9) Hold an in-person AGM	- Have 50-100 attendees at the year-end meeting / event / fundraiser. - Host a meal and offer entertainment.	2022 2022
(10) Identify a brother / sister soccer city.	- Recruit a complementary club / city to develop a soccer relationship with. (USA? Europe? Asia?) - Youth opportunities? (Pen-pals? Exhibitions, etc.)	2023 2024

Area of Emphasis: **PERSONAL DEVELOPMENT; AND/OR PERSONNEL RECRUITMENT**

Goal Statement: *Recruit and provide training for coaches, referees and club officials.*

Objective	Action or Tactic	Timeline
(11) Volunteers	- Start to develop a roster of volunteers. Both part-time/full-time and more casual (special events). - Get 25 new volunteers. - Retain those and get 25 more. - Work with local school boards to identify 5 student volunteers	2022 2023 2025 2022
(12) Referees	- Train two new referees per year. - Host a referee clinic annually.	2022 2023
(13) Coaches	- Recruit two new head coaches for youth, and one for Men's division. - Develop a roster of coaching staff (coaches, assistants, trainers, etc.) - Have a trained and certified coach for every team.	2022 2023 2024
(14) Members	- Sell >100 memberships - Sell >300 memberships - Consistently attract >100 fans per game for Men's Premier teams; >50 fans for Second (2nd) division home games; and >25 fans for Fourth (4th) and Masters.	2022 2024 2023

Area of Emphasis: CLUB OPERATIONS—COMMUNICATIONS

Goal Statement: *Achieve 85% on member satisfaction survey(s) covering communications, branding, governance, and soccer opportunities.*

	Objective	Action or Tactic	Timeline
Communications	(15) Website	- Complete a full board review of website and initiate an action plan for improving it by updating key information and identifying. - Ensure that all portions of the website are accessible through not only computer but also (Smart) phones.	2021 2023
	(16) Social Media	- Post three times per per week during the soccer season; and at least once (bi-)weekly during offseason. - Have >1000 followers	2022 2025
	(17) Member Servicing	- Create/conduct an annual Member survey / Feedback opportunity for all players and parents to ensure that the Club is meeting their needs. - Develop and post Club information prominently on website, such as Club Vision and Mission Statement. - Increase activity and opportunities for alumni to be involved with the club. - Better integrate rep/competitive and house league soccer worlds (player guest appearances, attracting new fans, player coach volunteers, and so on.)	2022 2022 2023 2023
	(18) Other Communications	- Develop a communication system with members and parents that provides consistency, avoids duplication, and includes youth players in the communication stream. - Develop/implement a communication map that ensures Club information is distributed via different means.	2022 2023
Brand	(19) Events / Promotions	- Host a tournament / festival. Add one more each year. - In-person Annual General Meeting.	Ongoing 2022
	(20) Fundraisers	Hold three major events each year (e.g. BBQ, New Year's Eve, AGM, outdoor band, etc.).	2023
	(21) Merchandise	Implement a profitable Club Merchandise program	2023
	(22) Sponsorship	Support player registration costs by \$100 per player via sponsorships.	2024
Governance	(23) Financial / HR Management	Purchase a computer/hard drive for President/Secretary to maintain paperwork.	2023
	(24) Facilities	- Add more soccer fields due to population growth in Town. - Work with the Town to create 5-6 more various size fields - Complete feasibility study & business plan for an indoor facility.	2023 2025 2025
	(25) Monitor / Evaluation	- Establish subjective or objective targets and expectations for all Club programs and services. - Examine annual Member Survey feedback and incorporate into Board discussions and decisions about programming, operations, and services. - Include reference to the Strategic Plan initiatives and performance indicators within all Annual General Meeting reports to the members.	2022 2022 Ongoing
	(26) Club Policies	- Full review of club policies. - Add new ones as required and post signed copies on website - Achieve full Ontario Soccer Club Licensing standard	2022 Ongoing 2023