



Vancouver United FC

SMART VISION 2020

Game. Club. Community.

The Strategic Vision for Vancouver United FC (2017-2020)

VANCOUVER UNITED FC

SMART VISION 2020: GAME. CLUB. COMMUNITY.

1. INTRODUCTION

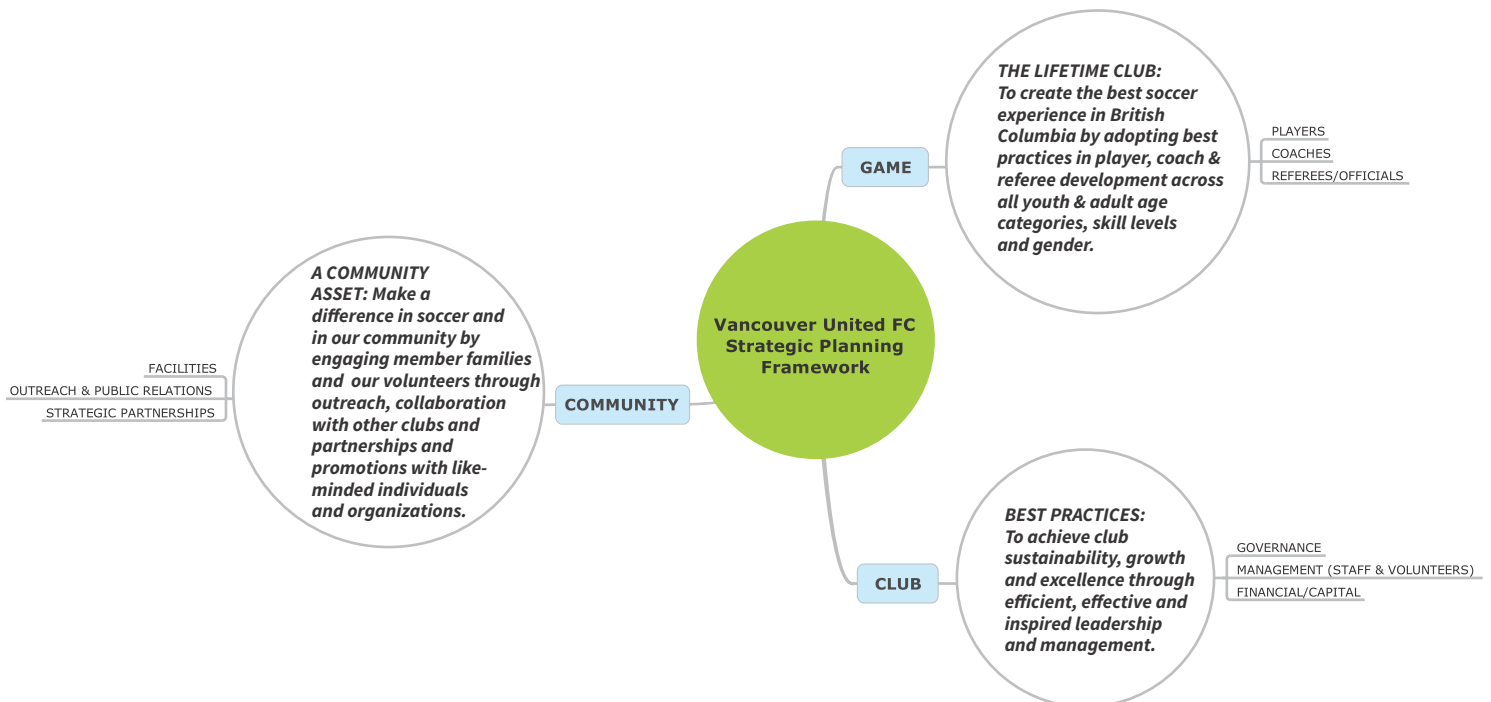
Backed by a comprehensive and clear financial plan, SMART VISION 2020 aspires to create the best possible soccer experience on the basis of today's resources (financial, human, technological and facility) and to provide Vancouver United FC with the tools required to instill a shared club vision and ensure long-term sustainability and optimal growth.

Inspired by and organized along the lines of the mantra of Vancouver United FC, SMART VISION 2020: GAME. CLUB. COMMUNITY. identifies nine strategic areas of soccer, club and community development – with priority tactical initiatives within each – to be led and managed on the strength of annual project charters that make them specific, measurable, achievable, relevant and timely.

The plan inspired by the mantra GAME. CLUB. COMMUNITY. is designed to be holistic. Each of the nine major strategic areas of emphasis and the tactical initiatives within are related, inter-connected and consistently considered as to goal-setting priorities and priority sequence.

2. PLANNING OVERVIEW

SMART VISION 2020





3. PLANNING PERSPECTIVES

As noted in the introduction, the strategic plan is organized along the lines of the Vancouver United FC mantra, GAME. CLUB. COMMUNITY.

This format provides an organizational matrix building from mantra to strategic vision to strategic emphasis – overall this matrix includes nine major strategic areas, each will have tactical initiatives which are related and inter-connected.

The Board and staff will identify and develop annual project charters within each area. Board Committees and identified project groups will be responsible for execution and timely updates for the advancement of each project charter. Review of strategic priorities and progress will be conducted annually.

A. Our Strategic Mantra

GAME	CLUB	COMMUNITY
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B. Our Strategic Vision

GAME	CLUB	COMMUNITY
<p>The Lifetime Club: <i>Best soccer experience in BC by adopting best practices in player, coach and referee development across all youth and adult age categories, skill levels and gender.</i></p>	<p>Best Practices: <i>To achieve club sustainability, growth and excellence through efficient, effective and inspired leadership and management.</i></p>	<p>A Community Asset: <i>Make a difference in soccer and in our community by engaging member families and our volunteers through outreach, collaboration with other clubs and partnerships and promotions with like-minded individuals and organizations.</i></p>

C. Our Strategic Emphasis

GAME	CLUB	COMMUNITY
Players	Governance	Facilities
Coaches	Management (Staff & Volunteers)	Public Relations & Outreach
Officials/Referees	Financial/capital	Strategic Partnerships

D. Our Strategic Directions

GAME	CLUB	COMMUNITY
Players	Governance	Facilities
Active Start & Youth Growth	Terms of Reference	Long-term Facilities Plan
Metro	Optimal Structure	Shared & Joint Ventures
Adult Team Growth	Volunteer Recruitment	Ownership Discovery
Coaches	Management (Staff & Volunteers)	Public Relations & Outreach
Pro Coaches (Academy)	Operational Effectiveness (Manual)	Elementary School
Develop Grassroots Coaches	Web-Based Communications	Community Caravan
Biennial Conference	Focused Priority Management	Accessibility Initiatives
Officials/Referees	Financial/Capital	Strategic Partnerships
Referee Recruit & Develop	Long-term Financial & Capital	Corporate (including Media)
Biennial Conference	Annual Budgeting (Quarterly/Monthly)	Community (including Gov't)
Respect in Sport Programming	Revenue Generation Focus	Social (including Philanthropic)

E. Strategic Operationalization (annual objectives tied into five-year goals)

The tiering and weighting of strategic priorities will be carried out as part of the operationalization and activation of SMART VISION 2020. This will include Project Charters (annual plans) for all major strategic directions, ranging from such immediate practical applications as (i) player recruitment/registration, (ii) club governance and operational manuals, and (iii) management/operational excellence. Key Project Charters will pertain to such overarching planning streams as Financial, Facilities and Player Development pathways.



4. SUMMARY OF STRATEGIC GOALS & OBJECTIVES

NOTE: The creation of long-term financial and capital plans is essential for Vancouver United FC to make the most of all of the other strategic and tactical planning initiatives and activities in the period 2017-2020. The operationalization of long-term financial and capital plans will help the club determine its operating strategy: that is, instead of operating with a deficit, is there a strategic benefit to operating with a surplus? Targets such as registration quotas and consideration of mechanisms such as the creation of a charitable foundation to potentially acquire field assets will be reviewed in developing the financial blueprint for the club. (To be outlined in the Project Charter for Financial & Capital Plans).

GAME

THE LIFETIME CLUB: To create the best soccer experience in British Columbia by adopting best practices in player, coach and referee development programs across all youth and adult age categories, skill levels and gender.

PLAYERS

As part of a long-term strategy to establish comprehensive player pathways spanning all ages and levels of ability, maximize opportunities at all levels of play;

- Clearly define our comprehensive player development program and pathways for all levels of play, including: Active Start, House, U11/12, Divisional, Academy, other levels of higher play and Adult;
- Increase VanU Academy programming volume by 7 to 10 per cent per year (subject to parameters of financial and facilities plans);
- To ensure long-term player participation and development, increase the number of Active Start players by an average of 5 to 7 per cent per year and overall youth soccer players registered in both recreational and competitive streams by 3 to 5 per cent per annum in the period 2017-2020);
- Increase Winter Active Start registration to a level that is 90% of Fall Active Start registrations (also establish target registrations per semester; try soccer days for pre-schoolers or jamborees each spring to encourage registration for the coming season and other forms of pre-school outreach);
- Measure, verify annual growth against demographics and other player development initiatives, including player retention and competitive levels at all ages to prevent player attrition along the continuum.
- Host an annual invitational soccer tournament sanctioned by BC Soccer and open to youth soccer teams from throughout the Pacific Northwest and Western Canada (facilities TBA);

Expand adult team programming, creating a new framework for men's and women's soccer by the fall of 2017;

- Establish committee in summer 2017 with specific recommendations to be outlined by fall of 2017.

COACHES

Attract top-quality professional coaches to enhance player development and VanU Academy programming and further develop all VanU FC paid and volunteer coaches at all levels of play;

- Ensure coach selection best practices are identified by the Technical Committee and implemented during 2017.

Develop grassroots coaches – quantity and quality – to support youth programming targets by making coach education a priority; certifying coaches to achieve a minimum BCSA qualification by 2017 (VanU FC has until the end of February 2017 to be compliant with BCSA policy on this);

- Incorporate targets and priorities for coach development under the leadership of Technical Committee and Technical Director.

Organize biennial coaching conference so as to increase total participation by 5% to 10% each year in terms of the number of registrants over the period leading to 2020;

- Assess long-term growth parameters of the conference and emphasize collaboration with BC Soccer and the CSA, outreach to other Greater Vancouver and BC clubs and promotion to coaches in other sports.

REFEREES

Ensure optimal depth and coverage by developing competent and committed referees by encouraging, training and mentoring VanU FC players to become referees, including through collaboration with BC Soccer in hosting annual referee certification courses;

- Establish Referee Development Committee by spring 2017 to review existing best practices in soccer and other sports in British Columbia (e.g. shadowing programs);
- Goals will be based on benchmark metrics of number of referees, number of games with referees and assistant referees at House, U11/12 and Divisional, etc.;
- Give priority to current VanU FC players when scheduling referees for games.

Collaborate with BC Soccer to organize an biennial refereeing conference (potentially in tandem with the VanU FC Coaches Conference);

- Host first annual refereeing conference as part of coaching conference in 2018;
- Ensure alignment of all referee development initiatives with coach development and player development under the auspices of the VanU Academy.

Develop “Respect in Sport” program to ensure positive soccer experience for referees;

- Develop parameters by spring 2017 and make mandatory by the 2017-'18 season;
- All coaches would take online coach Respect course covering code of conduct;
- Design program to encompass everything from treatment of players, coaches, parents, peers and referees.



CLUB

BEST PRACTICES: To achieve club sustainability, growth and excellence through efficient, effective and inspired leadership and management.

GOVERNANCE

Governance Manual: Establish the highest standards of leadership on the strength of a Club (including terms of reference for Board membership, committees and staff oversight and volunteer engagement);

- Central to the Governance Manual will be delineation of roles and responsibilities of the Board of Directors and committees, along with full-time staff, part-time staff and other volunteers;
- The club will embrace the use of best practices on governance principles, employment contracts, job descriptions and meaningful performance criteria and reviews;
- Compile list of governance materials and resources required by summer of 2017 (i.e., mission statement, vision, operating principles, etc.);
- Complete new terms of reference for board roles and responsibilities (overview of roles and responsibilities) by the beginning of the fall of 2017.

Board Structure: Explore best possible structure of Board and Committees by aligning corporate governance protocols with club mantra and priority programs;

- GAME. CLUB. COMMUNITY. to serve as organizational template (with optimal Board structure to be adopted by fall 2017);
- Baseline list of standing committees to be proposed by the Board or Executive Committee and reviewed for endorsement by fall 2017.

Volunteer Recruitment: Ensure club sustainability by recruiting sufficient staff and volunteers to deliver programs, with an overarching annual focus on priorities outlined in the SMART VISION 2020 Strategic Plan;

- Assign Executive Committee or establish Governance/Management/Innovation Committee or Operational Task Force in summer of 2017 to champion ongoing review and implementation of best practices, technology and people development;
- Assign board members to committees designed to oversee essential infrastructural priorities such as: Ongoing Planning; Finance, Human Resources; Facilities; Partnerships, Events, Dispute Resolution/Arbitration, etc.

MANAGEMENT

Operating Manual: Develop the highest standards of operational excellence by adopting a comprehensive Operating Manual (policies and procedures) for the club, with an emphasis on best practices designed to maximize effectiveness and efficiency;

- Goal is to achieve excellence in club operations on the strength of clear management principles, and use of technology and technical support to optimally deliver programs;
- Governance Committee to focus delivery on best practices and ensuring compatibility with VYSA/BCSA/CSA systems;

Club Communications: Optimize communication to ensure all club members are kept well informed of club programs;

- Adopt regular reviews of all electronic and social media platforms to ensure that the Directors and staff optimally connect with club members and other stakeholders and partners through the best communications system;
- Establish Open Houses – tied into special events or other natural meet-and-greet opportunities – as part of communications and quality control best practices.

Staff will be focused on desired Game, Club and Community priorities in key areas such as:

- Registrations and recruitment of new players, coaches and referees;
- Player development;
- Coach training;
- Referee training;
- VUFC Academy;
- Equipment;
- Uniforms;
- Jamborees & tournaments;
- Other key sustainability and growth initiatives in support of facilities, club partnerships, brand management and sponsorship marketing;
- Effective communication with all stakeholders in the pursuit of all of the above.

FINANCIAL

Financial & Capital Plan: Develop a long-term financial and capital plan for VUFC in tandem with Facilities Plan;

- Establish committee in 2017 to develop the plan, including merits of establishing a VanU FC Foundation.

Annual Budgeting: Implement and monitor an annual budgeting process with monthly reports;

- Ensure ongoing focus on the funding required for priority programs and activities.

Revenue Generation: Ensure long-term sustainability on the strength of revenue generation;

- Revenue generation initiatives and activities to include annual gaming submissions, sponsorships and revenues from registration and special grants, fund-raising initiatives and charitable donations (including pursuit of Foundation for tax receipts).



COMMUNITY

A COMMUNITY ASSET: Make a difference in soccer and in our community by engaging member families and our volunteers through outreach, collaboration with other clubs and partnerships and promotions with like-minded individuals and organizations.

FACILITIES

Facilities Plan: Develop a long-term plan to improve and expand playing facilities that allow the club to grow existing and future programs so as to offer members the best possible playing experience;

- The Facilities Plan will be aligned with the Long-Term Financial Plan and Capital Plan, including comprehensive targets and usage protocols designed to support club growth plan and membership/program projections;
- Establish Facilities Committee in summer 2017 and ensure full alignment with financial plan/capital planning considerations;
- Facilities Committee should include at least one member each from Finance Committee and Technical Committee.

Shared Facilities and Joint Ventures: Pursue shared facilities whenever and wherever appropriate for VanU FC;

- Joint ventures would include but not be limited to UBC University Neighbourhood Association, Vancouver Whitecaps FC, other soccer clubs, other sports clubs, Vancouver Park and School Boards, etc.

Facility ownership discovery: Execute feasibility study on ownership of facility (fields and club house);

- Incorporate into both financial and capital planning.

PUBLIC RELATIONS & OUTREACH

Community, School and Other Outreach: Create Community Outreach Committee designed to increase playing membership, recruit coaches, referees and other volunteers;

- To be established by spring 2017 to identify elementary school programming and discovery of potential collaborative initiatives with other local sports and social clubs.

Community Initiative: Establish annual VanU FC Community Initiative to enhance and expand the club's brand and programming footprint and growth of soccer in Vancouver;

- Annual Plans to include "Pop Up" Fields and demonstrations especially within VanU FC's catchment area with a focus on under represented neighbourhoods, and on identified priority programs;
- Identify sponsorship opportunities and other relationships to ensure delivery meets the highest standards of functional effectiveness and financial efficiency;
- Pursue field permits wherever opportunities exist in under represented areas of the city and identify appropriate programming to run on those permits during the regular season and in the spring/summer.

Enhance accessibility: Pursue increased funding to help ensure all players have access to soccer and VanU FC;

- Emphasis on leveraging existing KidSport programs and other accessibility initiatives;
- Introduce corporately-sponsored, member-funded “Scarf” program at registration (“Adopt-a-Player” for Vancouver children whose financial circumstances may prevent them from being able to play).

STRATEGIC PARTNERSHIPS

Corporate and Media Partnerships: Identify and establish key corporate and media partnerships;

- Discovery to include list of priority targets (i.e., suitable corporate sponsorship prospects and community based media partners).

Community Partnerships: Identify and establish key community partnerships, designed to support and advance all GAME, CLUB and COMMUNITY priorities;

- Discovery to include list of priority targets (i.e., like-minded organizations and civic/community clubs, etc.);
- Goal is to tell clear story about the Club and its commitment to the game and the community.

Club Engagement: Encourage and recognize member family participation in VanU FC by expanding social, charitable and other activities, including development of optimal relationships offering value-added initiatives such as “SoccerFit” for parents;

- Establish social and charitable subcommittee in spring/summer 2017;
- Revisit existing relationship with Right To Play and/or other charitable partner/cause;
- Explore concept of corporately-funded “Scholarships” for players.

5. OPERATIONALIZING PRIORITIES

Over-arching Project Charter

Long-term Financial and Capital Plan (2017)

Develop framework for long-term financial and capital plan for VanU FC as underpinning framework for SMART VISION 2020: GAME. CLUB. COMMUNITY.

Specific Project Charters

Player Recruitment Campaign (Immediate Priority for Spring/Summer 2017):

Create community outreach campaign designed to increase membership through player recruitment and registration for 2017-'18 season.

Club Governance Manual (Draft for Board Approval by Spring/Summer 2017):

Establish the highest standards of leadership on the strength of a Club Governance Manual (including terms of reference for Board membership, committees and staff oversight and volunteer engagement).



Operating Standards (Draft for Board Approval by Spring/Summer 2017):

Increase the club's capacity for operational excellence, including through the adoption of a comprehensive Operating Manual (policies and procedures), with an emphasis on best practices designed to maximize effectiveness and efficiency.

Player Pathway (Fall 2017):

As part of a long-term strategy, establish comprehensive player pathways spanning all ages and levels of ability, maximize opportunities at all levels of play.

Long-term Facilities Plan (Summer/Fall 2017):

Develop project framework to improve and expand playing facilities that allow the club to grow existing and future programs so as to offer members the best possible playing experience.

SPECIFIC
MEASURABLE
ACHIEVABLE
RELEVANT
TIMELY

