

# NORTH VANCOUVER FC STRATEGIC PLAN

2014 - 2017



TO DEVELOP HUMAN POTENTIAL THROUGH SOCCER



# Letter from the Board of Directors

North Vancouver FC (the Club) has much to be proud of with a strong membership base, programs that encourage the development of soccer excellence, and a track record of accomplishments. Our Core Purpose of achieving human potential through soccer, and our Core Values of Community, Accessibility, Progressiveness and Health, express who we are and what we believe.

Since the creation of the Club in 2010, we have given much thought to what is required to take this organization to the next stage, introducing elements and characteristics that will enable us to be viewed as one of the top clubs in Canada.

The Club's Strategic Plan (the Plan) represents what we wish to accomplish in the next three-year period and contains a number of key elements:

- Strategic Priorities and Objectives that will drive our operational planning.
- Our Steps to Success outline what we, as a Club, are doing to address the Priorities and Objectives.
- A Lead has been assigned to each Strategic Priority to ensure that the strategies and action plans associated with each priority are executed.

The plan for 2014-17 has been updated. The main changes are to Strategic Priorities #1 and #3. Our Club continues to evolve and the updated plan reflects some new realities.

The Board of Directors supports this updated Plan without qualification, and we are committed to supporting our Technical Director, General Manager, Registrar, other staff, committees, volunteers, and members as they implement the Plan and continue to build on the successes that have already been achieved at the Club.

We appreciate everyone who contributed to the Plan, and the effort that went into setting the Club on a path to success for many years to come. We encourage all of you to take the time to read the Plan, and to support the direction we are taking. It will help to create a club and sense of community that we can all be proud of.

Thank you,

NVFC Board of Directors  
June 2016

# Strategic Priority #1

## Deliver the highest standards of excellence in soccer development to everyone

### Objectives:

- Promote the Canadian Soccer Association's Long-Term Player Development Model.
- Position the Club as an established and progressive club capable of participating in the highest levels of play in the Province.
- Provide a development path for players from pre-school to their adult years.
- Uphold a player first approach that is transparent and accurate in placing all players and teams at the appropriate level of play relative to their ability.
- Ensure that the majority of North Vancouver players that are paying for development are enrolled in Club paid development programs.
- Support the recruitment, development, and certification of all volunteer coaches relative to the age and level they are coaching.
- Provide year round team environments for players of all levels.
- Communicate guidelines and best practices to all volunteer team officials and provide the highest level of support.
- Support, retain and, if necessary, recruit the highest quality staff coaches in the Lower Mainland.

### Steps to Success:

- Maintain enrollment and retention with consideration for the demographics of the North Shore.
- Develop a process to ensure that players with potential to play at a higher level are given opportunities to play at that level.
- Have clearly defined coaching structures, job descriptions, certification requirements for all coaches, and North Vancouver FC career opportunities in place for staff coaches.
- Deliver quality and cost-effective paid development programs that appeal to players of all ages.
- Implement a mentor program to all age groups at all levels within the Club.
- Implement a plan for placing and/or informing players graduating from a Club youth team onto a Club or other men's team.
- Establish Spring Season of play for teams at multiple levels at U8 and up (facility dependent).

**Leader:** Chair, Soccer Operations Committee

# Strategic Priority #2

## Maintain and enhance the Club's community spirit

### Objectives:

- Ensure that the membership feels connected to the Club.
- Maintain the culture and image of the Club beyond the "play on the field".
- Ensure that the Club is a recognized name by the entire North Shore community.
- Be the Club of choice for staff, committees, volunteers and members.

### Steps to Success

- Ensure timely, open, effective and unified communication with all Club members, and ensure they have the opportunity to offer input.
- Implement and maintain a new website to serve as the Club's main point of communication with members.
- Develop a meaningful description of the type of culture the Club members' desire and a shared ownership of the desired culture.
- Implement ongoing Recognition and Outreach Programs for Club members.
- Promote a consistent look and feel for all Club communications.
- Organize Club social and fundraising activities.

**Leader:** Chair, Communications Committee



# Strategic Priority #3

## Guarantee strong financial management and governance of the Club

### **Objectives:**

- Ensure that Club policies and procedures are consistent with the Core Purpose, Core Values and Objectives of the Club and that they comply with the Club's constitution, bylaws, the Society Act, and other relevant statutes.
- Communicate best practices, process descriptions, and standards for how the Club is run and tasks are performed.
- Continue to strengthen the financial position of the Club through policies and procedures that ensure cost effectiveness and stewardship of assets.
- Ensure continuous improvement of all Club programs and business processes to maximize operational efficiency and to enhance the member experience.
- Improve the Club's volunteer processes to ensure maximum value for the time invested by volunteers.

### **Steps to Success:**

- Conduct a complete review of all Club programs and business processes.
- Develop clearly established, consistent guidelines for the conduct, behaviour, and performance of all Club members, players, coaches, and volunteers.
- Develop and administer an enhanced recruitment program for volunteers at the Club.
- Ensure that our website and our communications reflect our best practices, process descriptions, and standards.
- Maintain the Club policies and procedures manual on an ongoing basis and communicate changes to players, parents, volunteers and staff.

**Leader:** Chair, Finance and Governance Committee

# Strategic Priority #4

## Identify and secure incremental soccer facilities

### Objectives:

- Establish “a home” that will create a sense of community and belonging, as well as a permanent relationship with the Club from pre-school to the adult league.
- Satisfy demand for additional turf time for youth development to a degree that avoids turning away any player.
- Identify potential facilities that align with our community’s needs and that enhance the livability and fabric of our community.
- Gain broad support from Club members and residents.
- Deliver a financially prudent model that includes collaboration and partnership.

### Steps to Success:

- Preliminary assessment of Club facility options culminating in a short list of feasible sites.
- Independent business case assessment to prove the requirement for enhanced facilities, and assess the public interest in increased capacity including a comparative report of other local jurisdictions.
- Identification of potential funding sources such as grants, philanthropic and sponsorship revenue, and partnerships.
- A collaborative approach that engages as many stakeholder groups as possible.
- Ensure that the Club retains control of the inventory to meet its growing needs.

**Leader:** Chair, Facilities Committee



# Strategic Priority #5

Develop and implement a sustainable sponsorship program that continues to raise the profile of the Club and increase incremental funds year over year

## Objectives:

- Maintain revenue levels from sponsors contributing greater than \$10,000 annually and, where possible, increase the length of commitment.
- Increase the number of age group and individual team sponsors while increasing the length of commitment.
- Create new categories of sponsorship that bring additional revenue and added value to members of the Club.

## Steps to Success:

- Consolidate the sponsor program by reducing total partners while increasing revenue.
- Continue to create optimal sponsorship groupings and revenue streams.
- Utilize Club assets to drive sponsorship opportunities.
- Accept all sponsors through the "Friends and Community" category to bring added value to the Club membership.

**Leader:** Chair, Sponsorship Committee



TO DEVELOP HUMAN POTENTIAL THROUGH SOCCER

## Board of Directors

John Booth  
Patricia Conte  
Graham Fraser  
David Goodrum  
Chris Hartmann  
Stuart Ince  
Scott Murtha  
Kelly Pownall  
Mark Whaley

## Acknowledgements

Thank you to the following for providing the photographs:

Carol Cheney  
Bridget Haynes  
Mike Hill  
Phil Pratt

