

## **Annual Report of the RFC Strategic Planning Committee**

**May 29, 2018**

### **Progress report:**

The purpose of RFC's first strategic plan was to provide long term (5 year) direction to the club so that it can serve its members better and grow boys soccer in Richmond. The RFC strategic plan was developed under the auspices of its Board strategic planning committee and was approved by the Board of RFC at its April 2017 Board meeting. It included the accumulation and analysis of information and feedback from parent and coach, surveys, interviews, reviews of current and historical data as well as organized consultations with volunteer and paid coaches. It was also developed within the overarching priorities of BC Soccer and the CSA strategic plans. The plan contains a SWOTs analysis (strengths, weaknesses, opportunities, threats) as well as strategic goals and specific objectives to be completed by 2022. All aspects of the plan align and are consistent with the RFC mission and values statements previously approved by the Board of RFC.

The focus of the club and Board over the last year has been to implement key aspects of the plan. Much progress has been achieved.

### **Strategic Goal 1. Improve Governance and Management at RFC**

A breakthrough has been achieved on the pursuit of a clubhouse at Hugh Boyd. The City of Richmond has agreed to support the construction of a large clubhouse by 2026.

An executive member of the Chinese soccer league (Danny Lam) has joined the RFC Board and a cooperative relationship with participation in the spring league by young players has been piloted.

BC charter membership level one has been achieved for the club. A high performance license and a skill center designation will be the next steps and a become a club in good standing with the new CSA program.

An Assistant Technical Director was hired. As well Slack channels were introduced as a means to improve communication between coaches, the Technical Directors and the Technical Advisory Committee.

A forum for coaches and parents related to concussions was held in January and led by experts from the Centre for Brain Health at UBC.

The club engaged an expert in non- profit sport governance to meet, present and advise on best practices in community sport governance. Mr. Paul Varian has significant hands on experience with small and large community soccer Boards and is a leading expert in Canada. Much of his presentation was data driven.

Mr. Varian challenged the Board to improve, remaining closely connected to the community and its history of voluntarism, while also considering the following questions and opportunities going forward:

1. Separate Board roles of strategy, direction and risk management from operational role of management (execution).
2. Consider hiring a full or part-time executive director to be accountable for execution and fundraising/sponsorship.
3. Create additional Board committees for Governance (Nominating), Audit & Finance and Executive.
3. Set three year Board term limits, twice renewable.
4. Consider extending voting privileges at AGM to all volunteers.
5. Develop and link strategic plan to budget through an annual operating plan.
6. Complete year end membership survey and report back to members on progress towards strategic plan at AGM.
7. Track KPIs such as registration, member satisfaction and partnership building.
8. Reduce number of Board members to 9 or ten. Establish volunteer committees to assist management in delivering programs.
9. Focus more on delivering quality programs than on discounting or reducing registration fees. Parents want both quality and value.

### **Strategic Goal 2. Improve Coach, Player and Referee Development**

Written player feedback (evaluations) have been piloted. Use of parent coach and player evaluations still requires enhancement.

Rates of coach and referee training and certification have increased (see the year end report of the TD for details).

A successful joint soccer camp with Stoke City Club (UK) was piloted in August 2017.

### **Strategic Goal 3. Increase Enrolment (Recruitment 7 Retention)**

English language signs were produced and placed across Richmond inviting registration for soccer (through the efforts of Chris Parry). Plans are underway to produce signs in Chinese for similar distribution.

RFC staff and volunteers provided outreach programming at 5 schools, this year, and will also be working with pre-schools and child care centers at an annual event to promote RFC in July. RFC is working closely with Hamilton School and the community center to provide after school soccer programs, a pilot program to begin in June. RFC also had a booth at the “know your sport” event Lansdowne Mall.

Brazilian soccer Schools (Huw Harris) met with the Board to explore a partnership opportunity around futsal (indoor soccer and skill development).

Respectfully submitted,

Bill Barrable

Chair , Strategic Planning Committee