

Surrey Football Club Strategic Plan (2019-2024)

11/15/19



"Strive for excellence"



Introduction

Surrey Football Club values all members of our player-centered club. Surrey FC strongly believes that not only is it the club's obligation to teach our players the game of soccer, yet it is imperative to instill life skills in all players. Soccer is a small part of life, yet can be an avenue into evolving friendships, character, respect, confidence and much more. Surrey FC will strive to provide an optimal environment, where members will be successful in their experience on and off the pitch.

In order to ensure we are delivering our values, mission, and vision we have created a thorough five year strategic plan for our club members. Our strategic plan will target measurable strategies that will provide optimal development of our players, coaches, referees, community, facilities, governance, and our day to day operations.

As a soccer for life club, we understand that we have a responsibility to our members to have a cohesive strategic plan throughout all seven stages of the Long Term Player Development pathway. Our strategic plan is the framework for our goal of becoming one of the best soccer clubs in the country. This plan holds our club members accountable, acts as a measurement tool, and also help us develop in an organized and efficient manner. This strategic plan will outline our club philosophy to not only produce excellent soccer players, but also produce excellent human beings.

Our Club Vision

Surrey Football Club is an inclusive leader in our community promoting lifelong passion for the beautiful game of soccer. At Surrey Football Club we strive for excellence, empowering our members' social and emotional well-being while developing in a safe and optimal environment.

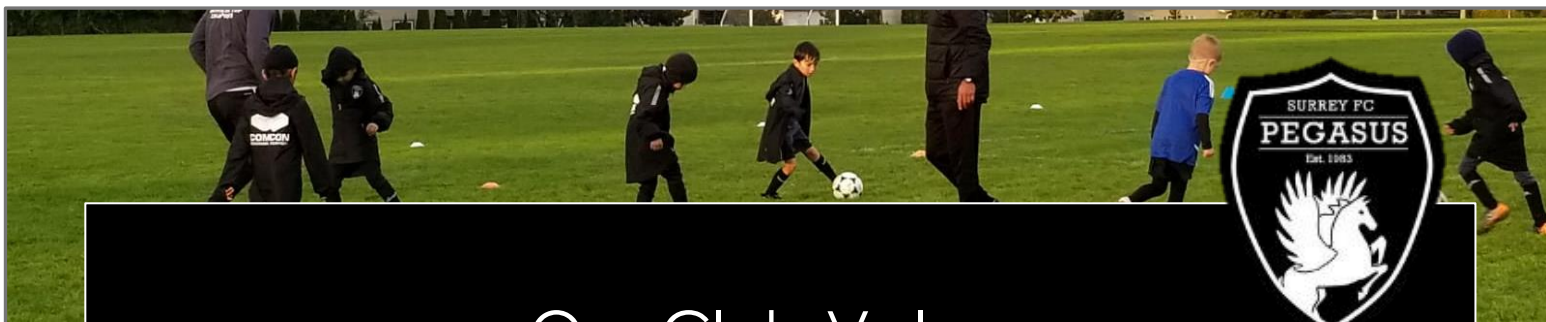
Our Club Mission

To provide a player centered, coach driven environment which will ultimately empower the players and coaches to progress their knowledge, ability and lasting passion for the beautiful game of soccer.

Our Club Technical Philosophy

Implementation of periodized expert player development programs, ongoing assessment systems, and education to ensure the advancement of each player throughout all stages of Canadian Soccer Associations, Long Term Player Development Pathway.





Our Club Values

Player First

Surrey FC's facets of club building , decision making, and recruitment will always revolve around the development of the player first.

Lifestyle

Surrey FC promotes not only the lifelong love the game of soccer, yet strives to act as an avenue to healthy living, family values and success in all aspects of life.

Respect

Surrey FC is an ambassador to FIFA RESPECT, we respect ALL; teammates, officials, referees, coaches, opponents, parents, volunteers and ourselves.

Excellence

Surrey FC excellence pertains to the highest standards of training and competing while also excelling our attitudes, character, sportsmanship and lifestyles.

Pegasus Pride

One Club

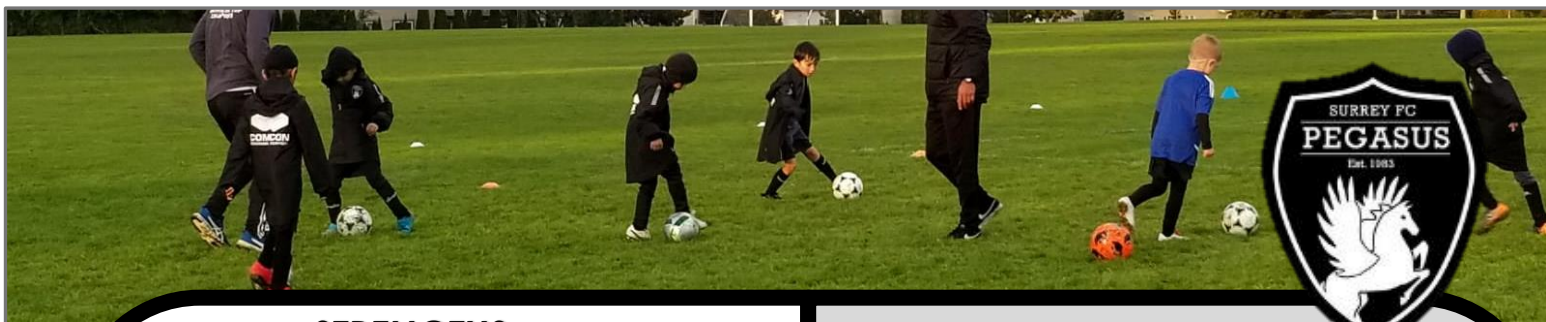
Surrey FC will focus on building "Pegasus Pride" in all players, coaches, teams and members, in order to represent one another at all times as one club.

Family

"Pegasus Pride" and the one club attitude, will allow Surrey FC to act and succeed as a family, united in the development of all our players

Lifelong Participation

Everlasting "Pegasus Pride" is the goal of Surrey FC, through lifelong programming, hoping to create a perpetual player pathway covering all stages of the Long Term Player Development Model.



STRENGTHS

- ✓ Player Development
- ✓ Technical Team
- ✓ Community standing
- ✓ Competitive fees
- ✓ Financials and balances
- ✓ Referee development program
- ✓ Commitment to "player first" development
- ✓ Mayor, counsel, Member of Parliament relations
- ✓ Board leadership
- ✓ Facilities (meeting rooms, front office, video analysis capability)
- ✓ Historical and recognized brand
- ✓ Governing relations
- ✓ Passion and love of soccer
- ✓ Coach development

WEAKNESSES

- ✓ Marketing
- ✓ Female enrollment and coaches
- ✓ Effectively distributing workload
- ✓ Long term projections
- ✓ Referee, coach recognition
- ✓ Social Media and website
- ✓ Relations with surrounding clubs
- ✓ Sponsorship acquisition
- ✓ Community education in sport
- ✓ Club appreciation awards, banquets and celebrations

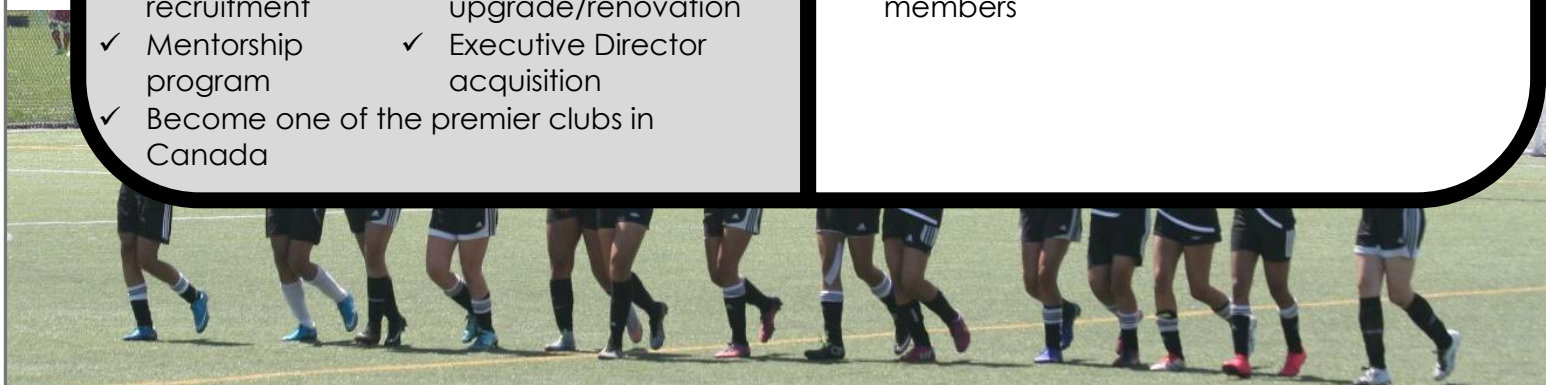
SWOT Analysis

OPPORTUNITIES

- ✓ BC SPL Franchise
- ✓ CSA Youth License
- ✓ Community leader
- ✓ Increased specialized programming
- ✓ Indoor Facility partnership
- ✓ Female recruitment
- ✓ Mentorship program
- ✓ Become one of the premier clubs in Canada
- ✓ BC HP License
- ✓ Growth and retention
- ✓ Player pathway progression into stage 5 and 6
- ✓ One club, one brand
- ✓ Facility upgrade/renovation
- ✓ Executive Director acquisition

THREATS

- ✓ Education of members
- ✓ Lower registration numbers in sport
- ✓ Alternate sport options
- ✓ Opposing clubs with ulterior motives
- ✓ Procedural politics and discrimination
- ✓ Weather and climate
- ✓ Rapid growth of club
- ✓ Social distractions for our players
- ✓ Over dependence on volunteer board members



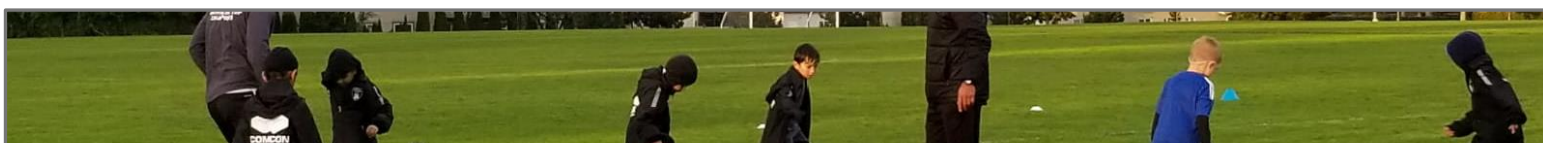
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Player Development

"Player First"



Strategy Specific Goal	Year 1	Year 3	Year 5
Pathway Success			
Homegrown club players moving into BCSPL programming through the development of our grassroots programs.	A minimum of 70% of players make up our homegrown BCSPL teams.	A minimum of 75% of our homegrown players make up our BCSPL teams.	A minimum of 85% of our homegrown players make up our BCSPL teams.
Players moving into National Pathway. (HPP, Rex, EXCEL or professional programs) from our HP programs.	2 players in year 1 from our HP programs.	3 – 5 players in year 3 from our HP programs.	7+ players in year 5 from our HP programs.
Players moving into post-secondary programs from our high performance programming.	3-5 players in year 1 moving into post-secondary programs.	6-8 players in year 3 moving into post-secondary programs.	10 + players in year 5 moving into post-secondary programs.
Player Assessment Program			
Ongoing player assessments for all club players, completed by technical leads. Technical leads derive scores in 4+1 pillars of development.	80% of all players will have been assessed 4 times during the season, and will be in database.	90% of all players will have been assessed 4 times during the season, and will be in database.	100% of all players will have been assessed 4 times during the season, and will be in database.
Player progress report: 1. Email, 2. Meeting w/Player and Parent, 3. Year-end assessment meeting with player and parent.	100% of BCSPL players will have in depth player progress reports.	100% of all Metro and PL players will have in depth player progress reports.	100% of HP players, (PL, Metro, U11/U12) will have in depth player progress reports.
High performance testing, game analysis, player analysis. 2x per season.	100% of BCSPL players will be subject to.	100% of Metro and PL players will be subject to.	100% of HP players, (PL, Metro, U11/U12) will be subject to.
Soccer For Life			
Player Retention and registration growth.	80% Retention 10% Growth	90% Retention 12% Growth	95% Retention 15% Growth



Optimal Social and emotional enjoyment of the game. This will be recorded via Survey.	Survey average scores in 6.5 to 7.5 out of 10.	Survey average scores in 7.5 to 8.5 out of 10.	Survey average scores in 9+ out of 10.
Player movement into coaching, refereeing, volunteer, or club member	Introduction and implementation of Soccer 4 Life mentorship program.	Recognition of junior and senior club alumni: referee, coach, volunteer, and member.	50% of staff coaches, members, and youth referees are rooted alumni from our club.

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Coach/Referee Development

"The effectiveness of a leader is best judged by the actions of those he/she guides" -Bill Courtney



Strategy Specific Goal	Year 1	Year 3	Year 5
Education			
Coach Certification: Hosting bi-annual community coaching courses in club.	90% of all coaches to be certified in their respective coaching roles.	95% of all coaches to be certified in their respective coaching roles.	100% of all coaches to be certified in their respective coaching roles.
Referee Certification: Hosting annual referee clinics in club (Small sided, district, regional)	-Referee Respect workshop mandatory for all club members -Annual certification courses provided	-bi-annual certification courses -appointment of full time referee liaison at club	-bi-annual certification courses provided -host Provincial and National refereeing programs at Newton
Pathway			
Soccer for life mentorship program including a pathway for players to continue and participate in the sport, through other avenues, ie: Coaching, refereeing, volunteering, and mentorship.	Document and Implement soccer for life mentorship program. Program led by Technical team.	-three annual mentorship workshops for coaches and referees (Sept, Jan, May)	Mentorship program to run on a monthly basis, having direct contact to coaches, and referees monthly.
Assessment and Advancement of coaches and referees through the LTPD. Referee and Coach assessment protocols to be implemented and into database	-Implementation of assessments -Advancement of 3 coaches and 3 referees to provincial/excellence stream	-advancement of 5 coaches and referees to provincial level -advancement of 3 coaches and 2 referees to the national level	-advancement of 8 coaches and referees to the provincial level -advancement of 6 coaches national level, and 4 coaches to the national level





Retention, reporting and feedback of coaches and referees	-85% retention of coaches and referees -feedback meetings with 90% of coaches and referees	-90% retention of coaches and referees -feedback meetings with 95% of coaches and referees	-95% retention of coaches and referees -feedback meetings with 100% of coaches and referees
Diversity and Female Recruitment, RESPECT			
Female Recruitment	-30% of small sided game referees are female -15% of coaches are female	-40% of small sided game referees are female -25% of coaches are female	-50% of small sided game referees are female -40% of coaches are female
Referee RESPECT Survey	-60% of referees have never felt abused during officiating	-75% of referees have never felt abused during officiating	-95% + of referees have never felt abused during officiating
Coach Discipline incidents	Less than 10% of coaches have been disciplined for behavior	Less than 5% of coaches have been disciplined for behavior	Less than 1% of coaches have been disciplined for behavior

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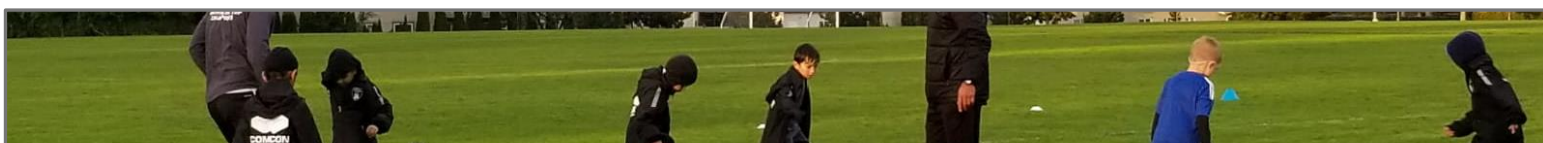
Community and Facilities

"alone, we can do so little; together we can do so much" -Helen Keller



Strategy Specific Goal	Year 1	Year 3	Year 5
Club Cause and Partnerships			
Annual Events, (Pancake breakfast, clothing drives, team initiatives)	-Creation and implementation of a Community plan in line with Canadian Soccer Association, Provincial and regional plan guidelines. -Program to reflect our community, and be tailored to our community and our	-Host 3 major club events to give back to the community incorporating all teams in club -introduce team building community engagement program	-Host 3 major club events to give back to the community incorporating all teams in club -Host 5 team building community engagement days annually
Community Outreach programs and partnerships		Partner with 3 community programs	Partner with 10 community programs to





	membership, and potential members -Community plan will incorporate a sponsorship proposal	to promote positive change in community -Partner with 3 main club sponsors to finance outreach programming	promote positive change in community -partner with 6 club sponsors who all are attached to specific funding of club programming
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Inclusivity

Funding to target financial barriers for players	Create a funding campaign for players with financial barriers, look to work with gov't and local businesses	No player is turned away from any programming due to financial restrictions	Ability to recruit players from any financial background through sponsorship funding.
Parent education program (respect in sport)	Connect with respect in sport program to deliver bilingual respect in sport (parent version)	One parent per household to have completed respect in sport (parent)	All parents in club have completed respect in sport (parent)

Facilities

Develop facilities plan to foster growth of club and community	-Partnership in the usage of an indoor soccer specific facility in our community. -Implementation of video analysis program for our HP programming.	-Clubhouse and facilities renovation including optimal usage for teams, coaches, members to reach our club goals. -Indoor facility fully partnered and financially secure	-Development of our own covered indoor facility at Newton Athletic Park -Park and Clubhouse pavilion, front office, fully functional for all members and community
Hosting events to further sport in our community	-Hosting BC Coastal Cup 2020 -National Championships 2021 -Continue being a community leader hosting events at NAP	-Partnership with Whitecaps FC to host a Surrey based training program -Indoor events, including a High Performance futsal program	-Event hosting for National programming, including, clubhouse, indoor facilities, and outdoor training, for player, coach, and referee development.
Safety, maintenance, and daily operational responsibility to create an optimal facility for community at large.	-Work alongside City of Surrey to ensure day to day operational responsibilities are met -Expand facility safety plan	-Safety and First Aid courses hosted at club for members, players, referees and coaches	Be a national leader as a community club for health and safety.



Governance and Club Development

"Pegasus pride"

Strategy Specific Goal	Year 1	Year 3	Year 5
Recruitment of Executive Director			
Governance/Policy documentation	<p>Devise a comprehensive list of required club specific documentation in a standard format.</p> <p>Build an accessible database in a controlled environment to ensure timely updates.</p>	Ensure all documentation is continually monitored and quality assured for changes.	Ensure all documentation is continually monitored and quality assured for changes.
Recruitment and management of coaches and volunteers			
Communication with, management of the Technical department	<p>Create a singular database to manage all Coach (Contract and Volunteer) information including coaching certification.</p> <p>Establish a communication "path" to effectively share information</p>	Introduce a time and communication program. This would be via a club device used for all club communication and input of information in real time. This could be like an phone APP.	
Policies and Guidelines	<p>Enlist a Human Resource expert to assist in devising club specific policies</p> <p>Ensure all paid contractors/staff have contracts in place</p>	Established Policies and Guidelines that are acknowledged by each member of the Club	
Recruitment of Executive Director	Recruit an Executive Director to drive Club Operations	Establish a middle layer of management	Fully operational professional business
Club Certification			
CSA Youth License, BC high performance certification, BC Charter 1	Renewal of BCSA Charter, completion of CSA Youth License and BC HP license	Applicable renewals or maintenance of licensing, completion of any new certifications.	Applicable renewals or maintenance of licensing, completion of any new certifications.

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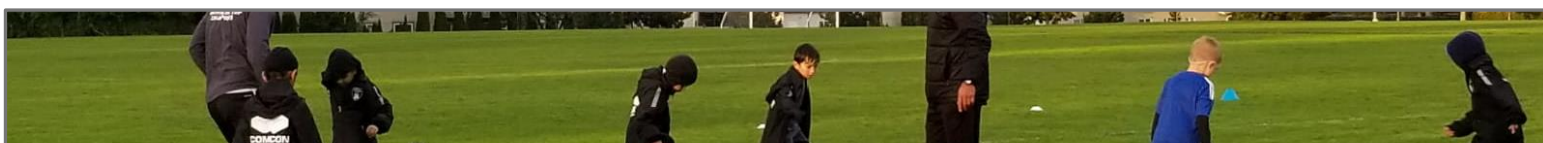


Marketing and Communication

"The best marketing strategy ever: CARE." –Gary Vaynerchuk

Strategy Specific Goal	Year 1	Year 3	Year 5
Club Branding			
Rebranding into one club	Document a plan to have one brand all year around at all levels.	1 brand/club for entire pathway of active start to PL, to soccer for life.	Branding into a league 1 or CPL level program.
Club image: Apparel, signage, online store	All players and coaches and facilities are portraying one visual image. -Online club store	Club image and apparel is marketed toward parents, and community through club store.	-Facilities are completely branded to our club -Indoor facility full club store operational for all members and community
Club pride marketing	-Creation of club pride marketing initiative	-club pride program to work alongside mentorship program to promote and market our club	-club is recognized as top club nationally, provincially, and regionally
Website and Social Media			
Marketing and Social Media lead	Acquisition of part-time marketing and social media liaison for website and social media platform.	Marketing and Social Media liaison to manage all marketing, apparel, signage and community outlook.	Marketing liaison to expand into indoor facility, and professional/semi-professional expansion
Website launch 2020	NEW website 2020! User friendly and more operational.	Website is completely interactive for feedback, registration, customer login.	Website is a one stop soccer shop for any questions on local development in our region, province and territory for all members.
Social media activity, recognition, and insight into club events	-Club Newsletter bi-annually -Player, coach, and referee recognition monthly	-monthly newsletter to members -creation of a club app to provide optimal customer service	-optimally operational in terms of club app, social media, and marketing of all programming, events, awards at the club
Technology and Accessibility			
Club information and current events visible at facility	Office has technological equipment to market our information (TV, tablets, computers)	Expansion of club marketing through technology at Indoor facility, and partner facilities/offices	All members have accessibility to club technology through member login, and/ APP.





Technical tablet at front office	Tablet includes coaching resources for coaches at the club.	Tablets available to players and coaches for learning, documents, and registration.	All members of the club will be able to access tablets, apps, and website for all information at all times.
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Communication

Day to day operations and communication protocols club wide	Creation and implementation of a Day to day operations and communication plan. Plan will incorporate the chain of command and communication protocols through the various levels and age group of the club.	90% of all members have shown positive results in club communication surveys.	95%+ of all members have shown positive results in club communication surveys.
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Financial

"If you fail to plan, you plan to fail" – Benjamin Franklin

Strategy Specific Goal	Year 1	Year 3	Year 5
Maintain a strong Balance Sheet	Increase reserves to 20%	Maintain reserves and have multiple channels of revenue streams	Continued growth and capital funding available for achieving long term club goals
Create a 5 year Budget with updated forecasts reviewed bi-annually	Create a two year Budget aligned with Club Strategic Plan.	Review and advance five year plan. Devise a capital budget.	Continued review, monitoring and timely information to allow for informed decision making and minimizing risk.
Enhance Financial Reporting to the Board of Directors	Ensure quarterly financial statements are presented	Forecasting is shared quarterly to ensure club is on track with the 5 year strategic plan	Continued review and timely information.
Audited Financial Statements	Financial Statements to be reviewed Fiscal 2020 and all future Financial Statements to be fully audited.	Fully audited Financial Statements	Fully audited Financial Statements.

