



STRATEGIC PLAN (2017-2022)

RICHMOND FC

SOCCER FOR LIFE





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 includes 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 developed within the overarching priorities of BC Soccer and the CSA strategic plans. The summary which follows is high level with all objectives to be completed by 2022. It does not provide detailed action plans. Timelines and activities to achieve these objectives will be developed in more detail by the strategic planning committee and the Board over the coming year. Nevertheless, some of the work towards achieving these objectives is already underway. All aspects of the plan align and are consistent with the RFC mission and values statements previously approved by the Board of RFC. These are included below.

The SWOTS analysis served as the background to the work of the strategic planning committee and represented a snapshot of the club's current strengths weaknesses, opportunities and threats. None of this information is exhaustive and is sometimes imperfect but did serve as a useful and important reference point for discussion and priority setting.

Strengths S	Weaknesses W
<ul style="list-style-type: none"> Finances Gaming grant History (60 years) Wealthy and diverse community Leading edge concussion protocol Spring league Multiple all weather fields Charter 1 member Committed Board Cross Cultural engagement Employ many graduating players as coaches Community stewards 	<ul style="list-style-type: none"> Reputation Evaluation & Selection Lack of diversity on the Board Unilingual communications and registration Voting rights Long term enrolment decline Winter weather cancellations (season) Conflicts with, and loss of players, to other sports
Opportunities O	Threats T
<ul style="list-style-type: none"> Multilingual marketing Transparent selection Clear evaluation and feedback Club house Succession plans Voting rights for parents Increase corporate sponsorship Develop coaches, players, referees, employees and volunteers Move schedule to align with HPL season Expansion of U5-U10 into East Richmond: better serve East Richmond players and grow membership. 	<ul style="list-style-type: none"> Declining enrolment Higher fees Unpredictable winter weather Conflicts with other sports Aging turf Competition from academies 



RFC Mission and Values statements

TO INSPIRE A LIFE LONG LOVE FOR SOCCER

Mission: To lead the advancement of soccer development while nurturing a love and appreciation for the sport.

Values (Personality): Community Spirit, Fun, Respect, Dedication, Passion



Strategic Goal # 1: Improve Governance and Management of RFC

Objectives:

1. Strike partnerships with other clubs to reduce/share fixed and support costs.
2. Develop succession plans for all staff.
3. Build a clubhouse at Hugh Boyd.
4. Establish a partnership , to grow soccer, with the Chinese soccer academy.
5. Develop and implement a marketing, communications and fundraising plan.
6. Consider a bylaw amendment to give parents voting rights at the AGM.
7. Achieve Charter 3 membership in BC/CSA soccer.
8. Increase corporate sponsorship.
9. Encourage Richmond's ethnic diversity to be represented on the RFC Board.

Strategic Goal #2: Improve Coach, Player and Referee Development

Objectives:

1. Increase use of player, coach and parent surveys and evaluations.
2. Provide better and more frequent feedback to coaches and players on skill progression.
3. Invest further in coach training and certification.
4. Launch and host an annual fun skills contest/festival.
5. Develop a stronger referee training program.
6. Develop a volunteer mentoring program and link older boys (big buddy) with younger players.



Strategic Goal #3: Increase Enrolment (Recruitment & Retention)

Objectives:

1. Develop and implement a diverse multi-lingual recruitment plan for players, coaches and referees.
2. Re-establish an indoor futsal tournament.
3. Invite college scouts to showcase games featuring top RFC talent.



Strategic Goal #4: Improve Health & Safety

Objectives:

1. Secure new turf for Hugh Boyd
2. Align season with timing of HPL.
3. Procure better (waterproof) outerwear.

