

# **Richmond Hill Soccer Club**

## **Strategic Plan**

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## Revision History

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# Table of Contents

<b>1</b>	<b>Vision – Mission - Values .....</b>	<b>1</b>
1.1	Vision – What RHSC Sets Out To Do.....	1
1.2	Mission - How We Go About Doing It.....	1
1.3	Guiding Principles - Key Attributes That Will Guide Us .....	2
<b>2</b>	<b>Strategic Plan Introduction.....</b>	<b>3</b>
<b>3</b>	<b>Club Development .....</b>	<b>4</b>
3.1	Facility Development.....	4
3.2	Organizational Development.....	5
3.3	Staff and Volunteer Recruitment and Retention .....	6
3.4	Marketing Strategy .....	7
<b>4</b>	<b>Soccer Development.....</b>	<b>8</b>
4.1	Player Development.....	8
4.2	Coach Development .....	9
<b>5</b>	<b>Program Development .....</b>	<b>11</b>
<b>6</b>	<b>Community Involvement.....</b>	<b>12</b>

# **1 Vision – Mission - Values**

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## **1.1 Vision – What RHSC Sets Out To Do**

*To be the best community soccer club in Ontario by providing innovative programs for players, coaches and referees at all levels of ability delivered to the highest standards of excellence.*

## **1.2 Mission - How We Go About Doing It**

*RHSC will provide an opportunity for any person in the Town of Richmond Hill, to play year-round soccer at a level appropriate for their ability with a program that is safe, organized, and enjoyable.*

*RHSC will be recognized as an innovator and leader in player, coaching and referee development and we will provide the structure and programming to ensure all participants reach their full potential.*

*RHSC will be recognized for administrative and governance excellence, fiscal responsibility and stability, recognizing that customer service is vital to our ongoing success.*

### 1.3 Guiding Principles - Key Attributes That Will Guide Us

Principles	Description
Player-centered	Any decisions, programs and opportunities are always in the best interests of a player’s individual development. Players must be provided with a challenging, safe, comfortable and enjoyable training environment, that will allow participants to reach their desired potential.
Excellence in all we do	Everything we do must be of the highest standard possible. We will look to improve our organization and delivery of programs at every opportunity and embrace continuous improvement. If something can be done better, it should be done better.
Respect for all	Players, customers coaches, referees, parents, staff and partners are all worthy of our patience and respect. We engage with everyone in a positive, inclusive manner.
Community	RHSC is a key member of the local community in which we operate. We work with the Town of Richmond Hill to provide excellent facilities and programs. We provide support for those who need it. We provide opportunities for people in the community to be engaged. We embrace the community we live and play in and strive to give back.

## 2 Strategic Plan Introduction

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This Strategic Plan provides a framework for the key objectives underlying this mission.

The main pillars which it addresses are:

- **Club Development** – The administration and operations functions of the Club as they relate to putting players on the field.
- **Soccer Development** – Changes that the Club hopes to achieve to improve the development of players, coaches and referees in the Club.
- **Program Development** – RHSC programs that need to change or programs that need to be offered to meet a need in the community.
- **Community Involvement** – Those activities to be undertaken by the Club to enhance its standing in the broader Town of Richmond Hill community and beyond.

This document is a living compilation of where the Club feels it should be heading. As such, it should be updated on a regular basis by the RHSC Board of Directors with appropriate consultation from its Members.

### **3 Club Development**

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#### **3.1 Facility Development**

***Objective: Work with the Town of Richmond Hill and other partners to develop soccer facilities to support current and future RHSC programming requirements.***

Develop, as a partner with the Town of Richmond Hill, an additional full-field indoor soccer facility (dome) to support the growing needs of the Club

Ensure sufficient quality outdoor fields are available to support LTPD playing guidelines and programming.

- Work with the Town of Richmond Hill to maintain a sufficient inventory of fields to support varying playing requirements for all programming including fields to support the following game formats:
  - 5v5
  - 7v7
  - 9v9
  - 11v11
- Look to develop specific small-sided game fields to support recreational and development programs of 3v3 and 4v4.

Partner with the Town of Richmond Hill to ensure that future Parks & Recreation planning takes into consideration expanded soccer facility development.

## 3.2 Organizational Development

**Objective: *Maintain a high standard of administrative and governance excellence.***

Meet the standards required for the Ontario Soccer Club Excellence Gold standard and the Canada Soccer Club Licensing program and update as required.

Recognize the growing threat of cyber security violations and work with due diligence to ensure RHSC technology systems and administrative processes safeguard the security of customer and RHSC data.

Develop the best possible Board of Directors and associated Committees for RHSC.

- Assess the competencies required for RHSC's Board of Directors and establish clear guidelines for suitability and nominations to Board positions.
- Provide regular governance training for the RHSC Board of Directors.
- Update the Club By-laws when necessary to reflect changing governance standards.

Recruit a diverse and competent group of Club Members to ensure the long-term stability of the Club.

- Provide regular Club updates to customers and members.
- Ensure recruitment of Members provides for a diverse, inclusive group.

**Objective: *Ensure continued financial stability of the Club.***

Continue to maintain a strong and stable financial position

- Maintain capital reserves at a level sufficient to support future facility development and partnership projects.
- Ensure strong financial controls are in place to guarantee the long-term sustainability of the Club.
- Develop an annual financial budget that ensures continued financial stability.
- Maintain fiscal prudence while ensuring that programs are priced at a reasonable level for all players.

***Objective: Provide excellent service to all our customers, partners, employees, coaches and volunteers.***

Establish a strong customer service culture in RHSC operations and activities.

- Establish a set of service quality benchmarks for all programs, that are being actively measured and used to improve programs.
- Execute online customer surveys for all key programs to get feedback and insight into improvements that can be made.
- Attain service quality ratings of “Above Average” or higher in user satisfaction surveys.

Review and improve business processes, systems and human resource management that enhance productivity, efficiency and service.

Ensure that all communication and interaction with customers is thoughtful and respectful.

### **3.3 Staff and Volunteer Recruitment and Retention**

***Objective: Ensure that there are sufficient volunteers to manage RHSC programs and that these volunteers are appreciated and return to help the Club.***

Increase the long-term involvement and commitment from RHSC’s volunteer base.

- Establish a Volunteer Development Plan with clear job descriptions, responsibilities and required competencies for key volunteer roles.
- Achieve annual volunteer retention levels of 60% or higher.
- Establish training and development programs for all volunteer positions.
- Ensure continued quality development programs for recreational coaches.

### **3.4 Marketing Strategy**

***Objective: Drive growth in program development and registrations through creation of a comprehensive marketing strategy.***

Improve use of electronic and social media channels for RHSC communications

- Develop marketing strategy that makes greater use of electronic channels.
- Ensure strong communications systems, including revamping the RHSC web site, use of social media and regular marketing messages to the membership.
- Create regular structured communications with users of RHSC programs, especially parents.
- Develop appropriate educational messages to customers and parents on LTPD and RHSC programs.

Promote RHSC excellence and success where possible to both internal and external stakeholders.

- Establish a marketing program to build support for RHSC's Competitive teams and players.
- Build a plan to promote and recognize RHSC's excellence in players, coaches and referees.
- Develop messages to promote RHSC history and successes.
- Establish comprehensive marketing programs for development programs.

Use RHSC branded products to promote the Club in the Richmond Hill community and beyond.

## 4 Soccer Development

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### 4.1 Player Development

***Objective: Develop and offer programs to for players reach their desired potential.***

Continue to refine the RHSC development pathway to be consistent with LTPD.

- Modify house league and recreational programs as necessary to ensure maximum development and retention of players.
- Provide education programs for parents on the RHSC development pathway.
- Enhance RHSC programs to continually improve the curriculum and coaching offered to the players.
- Establish key development indicators and ensure all players, parents, coaches and officials are aware of them and programs maximize player achievement.

Increase the number of players in RHSC development programs and competitive teams.

- Aim to have sufficient number of players in each pool to support at least three (girls) or four (boys) competitive teams.
- Build the technical capacity to scout and identify players have access to the most appropriate program for their current stage of development.
- Minimize the fees required to progress through the RHSC development pathway to ensure no player is unable to participate due to financial reasons.

Develop top players to be successful at the provincial / national level and expose them to opportunities to play the game professionally.

- Ensure all eligible teams participate in competitions that will best enhance the player's ongoing development.
- Partner with York 9 FC and Toronto FC to ensure players can be scouted and have professional opportunities.
- Work to facilitate overseas opportunities for players through exchange programs, tours and partnerships with professional clubs.

## 4.2 Coach Development

***Objective: Recognizing that excellence in coaching results in quality players and programs being offered by the Club, RHSC will increase the number of qualified coaches in its programs.***

Establish the highest possible level of coaching standards in RHSC house league and recreational programs.

- Run at least three community level courses (Active Start, FUNdamentals, Learn To Train, Soccer For Life) annually to certify at least fifty RHSC coaches.
- Develop on-going and progressive training programs for house league coaches.
- Identify house league coaches who are suitable candidates for additional training and encourage them into Ontario Soccer and NCCP certification programs.

***Objective: RHSC will continue to improve the quality of coaching in RHSC Competitive teams to ensure that all players receive coach of a very high standard.***

Require all age-group head coaches have a minimum National B Part 1 (Provincial B) coaching qualification.

Require all Competitive Head Coaches have a minimum C License coaching qualification.

Complete regular (at least annually) assessment of all Competitive coaches to ensure high quality standards.

Improve the RHSC coach development program that develops coaches from entry level up to a National certification standard.

Establish a web-based program of coach support tools and development for all RHSC coaches.

### 4.3 Referee Development

***Objective: Remain the leader in referee recruitment, development, retention and ongoing education in York Region.***

Develop and maintain a committed group of referees in and around the local Richmond Hill community.

- Actively market opportunities for refereeing to Competitive team and high school players.
- Offer a minimum of one (1) Entry Level referee course and one (1) small-sided game referee course annually.

Increase the knowledge of the rules of the game in all RHSC referees to ensure they are more able to deal with the situations and challenges that arise in the course of refereeing.

- Provide educational sessions to refresh the knowledge of our existing referees and to keep them up to date on FIFA rule changes.
- Encourage experienced referees to increase their education to higher levels of certification by offering promotional opportunities.
- Establish a minimum standard of referee capabilities through the development of a standardized test to be taken annually by referees registered for more than one year with RHSC.
- Implement comprehensive fitness standards and knowledge of the game for all levels of officiating in concert with the CSA/Ontario Soccer Long-Term Referee Development initiatives.
- Retain and maintain 150 referees working within RHSC in order to be able to cover the diverse number of league games that are offered.

Maximize the retention of RHSC referees, particularly young developing referees.

- Hold educational sessions for Coaches and Parents to educate them in the Laws of the Game and reinforce the Club Code of Conduct.
- Increase the retention rate of first year referees to 85% who are willing to return the following year. RHSC will strive to employ committed and demoted referees who will continue refereeing as a career or a job for an extended period of time.
- Achieve an overall referee retention rate of 95% (up from ~90%) in the house league.

## **5 Program Development**

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***Objective: Develop and offer new programs to expand registration in order to be one of the top 10 soccer clubs in Ontario as measured by registration numbers.***

Provide excellence in service and delivery of existing soccer programming to continue to meet the broad needs of the Richmond Hill community.

Expand the reach of RHSC's soccer programs to new and under-developed demographics and community groups.

- Introduce house league programs for adult beginners.
- Develop a Parent & Tot program that can be run during the day for U3 or younger children.
- Expand masters programming (Over-35 and Over-50) for senior members of the community who still want to actively participate in the game.
- Develop a house league futsal league that can be run through existing school gymnasiums in cooperation with the Town of Richmond Hill and the York Region school boards.
- Develop programs specifically targeted to ethnic communities in Richmond Hill that may include delivery in different languages.
- Partner with the Town of Richmond Hill to deliver new programs for under-serviced community members including seniors (Walking Soccer).

Update the format of the Richmond Hill Challenge Cup to better reflect LTPD standards.

Provide accessible and special needs programming according to the feedback and findings of the RHSC Trillium grant project.

## **6 Community Involvement**

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***Objective: Recognizing that RHSC is one of the largest community organizations in the Town of Richmond Hill, strive to strengthen our commitment to be part of the fabric of Richmond Hill by providing opportunities for all residents to participate in our programs.***

Establish a fund not less than \$25,000 to ensure that every child can participate in all RHSC programs and develop to their fullest potential regardless of their financial situation.

Provide a Scholarship Fund to provide financial support to worthy participants who played with the Club for at least 5 years.

Establish a strategy to encourage participation in Club programs for new immigrants and residents of Richmond Hill.

Continue to support YRSA programs for Special Needs members of the community.

Partner with other community service agencies to collect used uniforms, soccer shoes and other equipment from Club Members and donate to those in-need locally and internationally.

Continue to donate soccer equipment to local community groups (schools and not-for-profit organizations) and international not-for-profit and charitable organizations.

Explore joint-venture opportunities with other sports organizations within Richmond Hill to provide opportunities for RHSC players to expand their physical literacy in accordance with LTPD principles.