

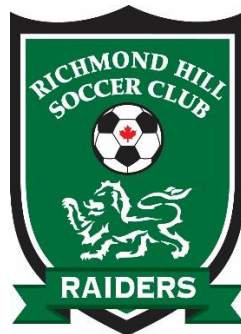
Richmond Hill Soccer Club

Strategic Plan (2024-2027)

Growing our club as a cornerstone of Richmond Hill life.

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1 Club Vision, Mission, Values and Motto

Vision

Love the game. Develop the person. Excel in all we do.

Mission

Richmond Hill Soccer Club is a safe space that ignites a passion for soccer and betters people in every way.

Values

Fun

We firmly believe that, regardless of the intensity or competitiveness of the soccer activities people engage in, core to their experience must be a fundamental feeling of fun and happiness that makes people want to come back and bring others with them.

Respect

We believe that everyone should treat people as they would expect to be treated themselves. We are committed to our club being a safe space where people can freely and openly express themselves, find their identity and form people-building friendship and bonds that provide shelter from the pressures of life.

Commitment

We believe in following through on what we say we will do. We believe that commitment is a core value in the pursuit of excellence, whatever that looks like. We understand that mutual commitment builds trust, respect and ultimately strong community inside our club, and in the broader community we serve.

Belief

We dare to dream. We aren't afraid of thinking outside the box and striving for what could be achieved, no matter how lofty and ambitious. We replace 'no' with 'why not?' We pursue things that are hard to achieve because those things are worthwhile goals. We aren't afraid of the new or unknown. We believe in each other and ourselves.

Motto

'Dare To Dream'

2 Soccer Strategic Goals

Strategy that targets the experience that people have participating in soccer programs at RHSC, through playing, coaching or match officiating, creating a pathway for all people who want to develop and grow.

2.1 Explore and gather in better detail player/parent experience in non-competitive, house league level programs

Focus in particular on where experiences are not optimal and why some people aren't returning to RHSC's core house league programs

- Performance Measure:
 - Participant program experience data.
- Key Performance Indicator:
 - Annual player/parent satisfaction data on specific program experience (2024, 2025, 2026, 2027).

2.2 Establish long-term investment in an in-house coach education program, aimed at building RHSC as a recognized centre-of-excellence for coach development.

Move beyond funding of coaches' external coaching levels to create an internal program that targets specific development needs of each coach, and help them learn together and from each other as a team.

- Performance Measure:
 - Coach satisfaction survey results.
- Key Performance Indicator:
 - Overall coach satisfaction at +85%; Overall coach rating of development +80%.

2.3 Actively support Ontario Soccer's Long Term Officials Development pathway for the development of match officials at RHSC.

Work closely with Ontario Soccer and York Region Soccer Association's referee development program to establish development pathways, mentoring opportunities and advanced officiating possibilities for RHSC match officials, particularly female officials.

- Performance Measure:
 - Match official satisfaction & development surveying results.
- Key Performance Indicator:
 - Overall match official satisfaction rate is +80%; mentoring rating is +75%, advancement opportunities are at +65%.

2.4 Continue to design and implement policies and procedures that drive a culture of safety and respect in all RHSC soccer experiences.

Actively institute and monitor Canada Soccer's Safe Sport policy guidelines and drive a culture of respect through all players, coaches and spectators.

- Performance Measure:
 - Incident report levels, participant satisfaction surveying results.
- Key Performance Indicator:
 - Year-on-year decline in volume of abuse incident reports; overall referee rating of game-time conduct at +80%.

2.5 Drive performance of females in playing, coaching and match officiating programs at RHSC.

Actively design soccer programs, incentives and measures that unleash the abilities of girls and women to be their best and inspire other, younger girls to dare to dream and unlock their potential.

- Performance Measure:
 - Female advancement rates and performance levels in playing, coaching and match officiating programs.
- Key Performance Indicator:
 - A female RHSC team reaches the Gary Miller OPDL Charity Shield by 2026.
 - At least one RHSC female player is included in Ontario provincial programs per year.
 - There is a female coach on every RHSC female team by 2026.
 - A pool of four female referees has been developed to manage the centre in OPDL/L10 by 2027.

3 Club Strategic Goals

Strategy that targets development of the organization of RHSC, in terms of its capacity, capability and sustainability.

3.1 Renovate RHSC's House League in terms of player volumes and participant experiences.

Target marketing efforts at young, foundational age groups (<U9) and focus on player retention in 'golden ages' development ages (U9-U12).

- Performance Measure:
 - <U9 player registration levels, U9-U12 player retention levels.
- Key Performance Indicator:
 - +5% growth of aggregate <U9 player base (indoor & outdoor combined), year-on-year.
 - 80% headless player retention from U9 to U12 age groups.

3.2 Design and institute a material volunteer appreciation strategy.

Establish better data on what modern sport volunteers want from their experiences and how they want to be recognized. Assign a dedicated staff member to drive volunteer development and reward initiatives.

- Performance Measure:
 - Volunteer satisfaction surveying results and annual volunteer return rates.
- Key Performance Indicator:
 - Coach rating of recognition & reward at +75%.
 - Overall volunteer appreciation at +80%; coach return rate at 75%.

3.3 Facilitate the design and development of a new indoor soccer facility at Richmond Hill, in line with the club's program requirements.

In association with the City of Richmond Hill, oversee the development of a facility that matches the future technical needs of RHSC, vis-à-vis other facilities the club has access to.

- Performance Measure:
 - Building development progress.
- Key Performance Indicator:
 - Completion of a new indoor soccer facility by 2026.

3.4 Target the development of girls and women in leadership positions at RHSC, driving a club identity of opportunity for everyone, as a player or through another role.

Establish a mentor-based female leadership development program that unlocks leadership potential in the club's female participants that reach beyond technical advancement as a soccer player.

- Performance Measure:
 - Female participation rates in RHSC activities.
- Key Performance Indicator:
 - Aggregate of 25% increase in the number of females in positions of coaching, match officiating (or mentoring), or club leadership (Board, committee or management positions).

3.5 Source and capture increased corporate partnership and government grants revenue to improve the club's overall revenue mix.

Aim at increasing total non-fee based revenues to 20% of overall revenue mix, continuing to work through business partners such as KidSpired Media Inc.

- Performance Measure:
 - Annual revenue composition.
- Key Performance Indicator:
 - Non-fee based revenue at 20% of total revenue, or higher.

4 Community Strategic Goals

Strategy that targets fundamental value-add that RHSC brings to the community that it serves, both locally in the City of Richmond Hill and to other nearby residents.

4.1 Embrace the modern ethnicity of Richmond Hill in the club's participant base (players, parents, coaches, match officials, staff and other volunteers).

Establish marketing and outreach programs to attract and capture Richmond Hill's visible minority populations, notably the fast-growing Sino-Tibetan, Indo-Iranian and Iranian communities now making up 46.9% of Richmond Hill's total resident base).

- Performance Measure:
 - Percentage of RHSC's participant base who list non-English or French languages as their mother tongue.
- Key Performance Indicator:
 - Consistent year-on-year increase in percentage of RHSC's participant base listing non-English or French languages as their mother tongue.

4.2 Target teenage girls in Richmond Hill aged 12-18 who are not currently playing soccer to participate at RHSC in socially-driven soccer opportunities.

Establish a long-term marketing plan that promotes RHSC as a 'place to be' for girls of all ages, particularly those who have had limited or poor experiences with sports in the past.

- Performance Measure:
 - Percentage of new (non-returning) female teenage players aged 12-18 who indicate RHSC is the first soccer club they have joined.
- Key Performance Indicator:
 - New, aggregate, non-returning female players aged 12-18 at 10%.

4.3 Target adult markets in Richmond Hill for adult-focused recreational soccer opportunities.

Focus in particular on Richmond Hill's growing Millennial market and drive a soccer experience that includes broader entertainment and socialization value-add, outside of playing soccer itself.

- Performance Measure:
 - Registration levels of players >U18 ages of year.
- Key Performance Indicator:
 - 20% year-on-year increase in overall >U18 player registration base at RHSC.

4.4 Expand the club's partnerships and working relationships with private and public educational institutions in Richmond Hill.

Similar to RHSC's current relationship with Holy Trinity School, drive these partnerships to include access to school-based facilities & sports programs, and marketing initiatives to attract players / coaches to RHSC.

- Performance Measure:
 - Number of players identifying their school or college as the primary means of how they heard about and chose to join RHSC.

- Key Performance Indicator:
 - 15% of all players identify their school/college as the primary means of how they heard about and chose to join RHSC.

4.5 Expand the club's commitment to making its programs more accessible to Richmond Hill's financially challenged families and individuals.

Explore partnerships with organizations like KidSport Ontario and Canadian Tire Jumpstart to access funding and support programs to improve accessibility.

- Performance Measure:
 - Number of players registering at RHSC through identified financial assistance programs (either within RHSC or through partner organizations).
- Key Performance Indicator:
 - Number of players registering at RHSC through identified financial assistance programs is at 5.5% of the club's overall registration volume.