



Gorge Soccer Association

Three Year Strategic Plan 2015 – 2018

August 2015



CLUB DETAILS

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HISTORY AND PROFILE

In 1950, the Vets of France Juvenile Soccer Team, coached by the late George Kulai, and managed by the late Ed Ball, moved from the juvenile soccer ranks into senior competition. From this nucleus of players the Gorge Soccer Association evolved, and in 1956 the team played under the sponsorship of the Gorge Hotel. Since that time the Gorge Soccer Association has continued to grow from one senior team and seven youth teams in 1960, to today's 75 youth teams and 12 senior teams. This represents a total of over 1,150 active players – with another 150 coaches/managers, directors and 90 registered Alumni

Over the years Gorge youth teams have won League, Island, Coastal and Provincial Cup finals. Our Senior Men's teams have won, a number of times, the Jackson Cup, McGavin Cup and League titles, as well as advancing to the provincial finals. In addition our Senior Women's teams have won the League title, Terry Price Cup, and Challenge Cup many times, and most recently our premier women's team won the Provincial Cup and was one of the National Championship Finalists in 1995. In 2001 and 2002 our Premier Men's team coached by Dante Zanatta made Gorge history by winning the BC Championship Cup 2 years in a row. The Premier men were also runners up in the National finals.

Many Gorge players have played on the District, Provincial and National teams, or have gone on to professional careers in the North American Soccer League and Canadian Soccer League including Bob Bolitho, George Pakos, Graham Lee, Bruce Twamley, Shel Brodsgaard and Nicci Wright.

We expect that the tradition of excellence established during the past four decades of the Gorge Soccer Association will continue long into the future.

Current (2015), Gorge Soccer Association is the older youth / senior soccer club in Greater Victoria. The majority of our members are youth players between the ages of 5 – 18 years. Our membership ranges from 3 to over 60's and we have a sizeable Alumni.



ABOUT THIS PLAN

This strategic plan has been developed by a forum representing members of the Gorge Soccer Association. It recognises that while there are and will always be individual needs within the Club there is the need to share common goals. It is these common goals that are documented.

The plan then identifies 4 primary goals of the Club and what actions or operational objectives have to be achieved to attain these goals. This strategic document is then supported by a 3 year rolling plan that serves as a tool to achieve the clubs goals in the next 3 years (2015/6 – 2018/9).

VISION

A community based club providing all of its members with *fun, development, and a lifelong passion* for the beautiful game.

MISSION STATEMENT

- To maintain Gorge Soccer's long and rich tradition, dedicated to the promotion of life-long soccer for all.
- To provide a wide range of training opportunities for learning and development, skill building and leadership, both on and off the field.
- To demonstrate our commitment to high quality governance and infrastructure for our community from our club members to those partners, municipal, regional or national.
- To be mindful of the Gorge traditions we inherit and the legacy we create.



OUR VALUES

- Fun
- Community Spirit
- Development
- Inclusiveness
- Respect
- Perseverance

Value	What Does it Mean	What Does it Look Like When Members Are Living it?	What Outcomes Will we See?
Fun	<ul style="list-style-type: none"> • Enjoyment / looking forward to soccer • Desire to play & practise on your own time • Coming to Soccer energizes you • An escape / “my time” / being outside • Winning 	<ul style="list-style-type: none"> • Happy players • Happy parents • Smiling / laughing • Variety / social • Social environment / life-long friends • Positivity • Achieving goals • Hardware / trophies • More teamwork • Sharing / collaboration • Understanding 	<ul style="list-style-type: none"> • Retention • Increased membership by word of mouth • Minimal complaints from players/members • Increases in volunteering • Safe to take risks
Development	<ul style="list-style-type: none"> • Growth (facility, individual, as a team, coaching, etc.) • Improvement • Progressing towards goals -> goal setting 	<ul style="list-style-type: none"> • That we’re projecting an image of being “cutting edge” (progressive) • Positive change would be embraced • Emphasis is on improvement & progress 	<ul style="list-style-type: none"> • Player retention • Increased registration • Gorge would become more sought after • Skills improvement at all levels of players, coaches and officials
Respect	<ul style="list-style-type: none"> • You value the contributions of your teammates, the referees, the coaches and opposition • Feedback is delivered appropriately and received graciously • Displaying good sportsmanship at all times • Take good care of facilities and equipment 	<ul style="list-style-type: none"> • Coaches do not yell at players, spectators do not yell at players or referees • Playing hard but fair • Appropriately express frustration or anger, in accordance with the codes of conduct • Players & parents clean up after themselves and regularly participate in park cleanup 	<ul style="list-style-type: none"> • Players arrive and leave a game in good spirits, feeling supported and successful • Our facilities are clean & well cared for
Inclusiveness	<ul style="list-style-type: none"> • Welcoming of diversity • Ability and economic status will not be a blocker to participation • Club management is open, transparent, and all members are encouraged to participate 	<ul style="list-style-type: none"> • No one is turned away from the club and all members can participate in fulfilling ways in any capacity • Any member seeking information about the club 	<ul style="list-style-type: none"> • Increased membership • More returning players & alumni • More volunteers • Engaged and informed membership with a



	<ul style="list-style-type: none"> • Inviting collaborative relationships with other organizations • What does it look like when members are living it? 	will have their questions answered	greater sense of value in the club
Community Spirit	<ul style="list-style-type: none"> • Community involvement / participation • Seamless integration • Giving back • Engaging in mutually beneficial projects / partnerships • Within the club as well as in the actual community 	<ul style="list-style-type: none"> • Shared benefits between youth / seniors • More would volunteer for more projects • Community groups seeking Gorge out to participate in projects • Seek sponsorships • Mentoring opportunities (i.e.: sr. -> youth, youth -> minis) • Establishing connections through social media • Promote universally beneficial ideas at league meetings 	<ul style="list-style-type: none"> • Positive image • Club benefits as a result of partnerships • Be able to expand physical facility • Increased participation in community events
Perseverance	<ul style="list-style-type: none"> • Not giving up • Long-term • Goal focused • Learn through mistakes (positive and negative) • Overcoming obstacles, fear • Continuous improvement • Requires a challenge • Intestinal fortitude • Effort 	<ul style="list-style-type: none"> • Solve problems by trying different approaches, instead of giving up • More self-reliance • Other clubs would fear us 	<ul style="list-style-type: none"> • Coaches with diverse toolkits and skills • Better performing teams (examples of effort when losing, grinding out wins, keeping your head up, etc.) • Less need for intervention from staff and directors • More retention -> better numbers as age increases • Resilience

KEY GOALS

1. Governance Excellence
2. Recruitment & Retention
3. Development and Training Excellence
4. Improved Club & Community Ties



Goal 1 – Governance Excellence

Key Result Areas

- Continued dedication to excellence in club management
- Clear, open and rational financial management and reporting
- Democratic decision making (No "chosen few" decision)
- Good club policies (e.g. purchasing, assessments, etc.)
- Succession planning (Board & Technical Staff)

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
Adopt a Modern Constitution <ul style="list-style-type: none"> • with democratic decision making • good club policies 	<ol style="list-style-type: none"> 1) New Constitution adopted - Adopt the new constitution to club by creating a committee that will review and update the GSA constitution 2) Club policies that reflect our Vision/Mission/Goals (V/M/G) 3) All future program/project will be measured against the club's V/M/G 	<ul style="list-style-type: none"> • Present appropriate changes/amendments at the annual AGMs • Progressive, ever-changing Constitution • Suite of policies that reflect our values (e.g. harassment, assessment policies) • Review existing policies against V/M/G
Adopt Open Governance with Democratic Decision Making <ul style="list-style-type: none"> • Excellence in club management • Clear open and rational financial management 	<ol style="list-style-type: none"> 1) Complete Strategic Plan with Clear Mission Statement with Goals & Values 2) Communicate club vision, mission, goals & values to members. Ask them for feedback / resonance. 3) Adopt a culture of openness and fairness 	<ul style="list-style-type: none"> • Strategic Plan published by Fall 2015 • Club V/M/G to be communicated to members in all communication (leading or tag lines) • Minutes of Board meetings will be posted within two months of the relevant board meeting. • Annual financials will be posted within one month of AGM & Board approval • Ability to guide clubs actions/activities towards clubs Mission/Vision/Goals • Members see the club they want in Strategic Plan
Financial Excellence & Reporting <ul style="list-style-type: none"> • Clear, open and rational financial management and reporting • Backed by clear & open policies 	<ol style="list-style-type: none"> 1) Maintain strong financial reporting at board level 2) Spending policies will have appropriate controls 3) Openness and communication with members and others 4) Financial statements, including revenue, expenditures, balance sheets and lists of signed cheques will be presented at every board meeting with comparison to budget (+/-) 5) The Board will approve a budget in March of every year (prior to end of fiscal) 	<ul style="list-style-type: none"> • Remove "air of secrecy" around Board minutes & financial statement • Monthly overview to members via newsletter • More knowledgeable Members with the ability to ask questions to the Board (e.g. question our spending, priorities, etc.) • The most open club in Victoria • Fiscal governance • Clarity of financial process



STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
	6) Spending Limits - Set policies for spending limits of key Board members, committees, etc. such that Directors / Committees knows when they have to come to Board 7) Publish Financial statements for members annually to website 8) Gorge Hardship Fund - Formalized hardship fund for financial aid for those families that cannot afford to pay for their children. No children should ever be prevented from playing because of money.	<ul style="list-style-type: none"> • Available forms to use • Kids can play regardless of payment • Corporate ties to KidSport + KickStart + Sponsors • Corporate sponsorship for Hardship Fund • Ability to communicate x players supported by hardship fund
Communciation. Communication. Communication <ul style="list-style-type: none"> • Be responsive - leadership should respond to concerns and questions and communicate well with membership 	1) Communication Plan 2) Continued Newsletter monthly to Alumni/Youth/Senior 3) Re-Engineer Gorge Website 4) Parent Education Program - A consistent parent education program that includes regular meetings and written information. This should address both parent expectations and club expectations 5) Formalize Grievance Process - A clearly identified grievance process with a description of who to bring particular difficulties to and what are reasonable expectations.	<ul style="list-style-type: none"> • Happier parents/players • Club is seen as responsive to parents/players Happier parents/players with decreased questions, issues and complaints • Club is seen as responsive to parents/players • Decreased • Well informed membership – youth + seniors • Well informed Alumni • Monthly newsletter appreciated • Less questions, more support
Policy Development and Review <ul style="list-style-type: none"> • Good club policies • Excellence club management 	1) Review existing policies to ensure they are consistent with Mission, Vision and Values(e.g. Fieldhouse Policy, drinking in the change rooms policy) 2) Identify areas where new policy may be needed (Fundraising policy for teams, Gym Rental policy, Travel allowance policy, harassment, assessment, spending limits)	<ul style="list-style-type: none"> • Create policies that address identified areas as required • Critical policies created by March 2016 – travel policy / assessment policy / playing up policy • Policy information is posted to website and members are informed. • Develop a Club policies and procedures manual, and maintain the manual on an ongoing basis
Establish Clear Roles & Responsibilities	1) Job descriptions for all Director Portfolios 2) Job Descriptions for all Volunteer positions 3) Clear lines of responsibilities defined	<ul style="list-style-type: none"> • Creation of a Director’s Manual and Youth Policy & Procedures Manual and Senior policy and Procedures Manual
Succession Plan <ul style="list-style-type: none"> • Succession planning • Excellence in club management 	1) Build and implement a Director succession strategy, including: <ol style="list-style-type: none"> identifying required skills, surveying member parents and adult players for attributes and interest, and ensuring Director development and training and shadowing of portfolio 2) Annual recruitment of new committee members and Directors	<ul style="list-style-type: none"> • GSA will identify five key volunteers for grooming by December 2015 • GSA will have a nomination committee that has developed a succession strategy including skill sets by May 2016 • There will be 4 or more new nominees for the 2016 AGM • Fresh ideas, fresh recourses



Goal 2 - Recruitment and Retention

Key Result Areas

- Growth in youth & senior players/teams
- Growth in coaching – quantity and quality
- Growth and retention of youth referees
- Increase volunteership and provision of quality experience
- Youth outreach program – via advertising, schools, websites, youth groups, and social media.
- Senior outreach program – via advertising, schools, VISL/LIWSA websites, social media.
- Coaching outreach program - Create a professional looking coaching staff.
- Targeting players within our in-catchment youth
- A senior team in every Division that can compete

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
Marketing Plan	<ol style="list-style-type: none"> 1) Create a Marketing Plan that guides annual marketing for recruitment, retention, fundraising, sponsorship, etc. 2) Utilize “old” and “new” marketing strategies (advertising & social media) 3) Initiative a stronger social media campaign 4) Strong Marketing Campaign at Registration Time (July-August). 	<ul style="list-style-type: none"> • Simple plan developed that is easy to execute within the budget identified • Player recruitment program is developed • Sponsorship program developed
Gorge Branding	<ol style="list-style-type: none"> 1) Coach Identity Program – Ensuring our coaches are selling the Gorge product by looking professional 2) Facilities and team Equipment are branded with Gorge Logo or “Gorge FC” 3) Gorge Store for access to “Gorge gear” 	<ul style="list-style-type: none"> • Standardize Gorge Brand (logo, names to use, slogan, etc.) • Club branding / marketing through coaches • Club identity is increased • Partnership with distributor for online Gorge Store presence.
Player Recruitment	<ol style="list-style-type: none"> 1) School outreach program for spring & late summer 2) Increase Senior Registration & Teams 3) Increase marketing budget to address planned marketing 	<ul style="list-style-type: none"> • Schools aware of Gorge Soccer and they are contacted for support • Schools using Gorge turf field • Increase youth 5-10% with special attention to an increase in K-5 players



STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
		<ul style="list-style-type: none"> • Specific increase in female youth members 5% • Internal growth pathway for players • Increase senior membership by 1-2 teams for three years. • Additional field/gym space identified. • Community soccer focused on Hampton Park
Player Retention	<ol style="list-style-type: none"> 1) Communication with u11 and u12 parents about out years 2) Improve recreational aspect of u13-u18 soccer 3) Youth retention / graduate program target at u17 / 18 players 4) Senior Retention – make Gorge senior-friendly and a “fun” place to be part of. Must modernize and appeal to 20-30 year old demographic. 5) Establishment of a graduate program (senior leagues or recreational league) 6) Establish Women’s’ o40/50 recreational league 	<ul style="list-style-type: none"> • Analysis of retention (baseline) completed. • Youth player dropout in U13 and beyond decreased • Increase in Gorge players playing on senior teams (goal – 1 player per team per year) • Players stay with club even not on a formal winter team
Coach Recruitment & Retention	<ol style="list-style-type: none"> 1) Establish Coaches Identity Program – Program to ensure club coaching staff look professional, identifiable and easily accessible. 2) Supported training for club volunteers e.g. coaches and managers, social media, etc. 3) Support coaches with equipment & materials 4) Coach Appreciation Events 	<ul style="list-style-type: none"> • Coaches look professional • Coaching pride and satisfaction increased • Coaching retention • Better recruitment of coaches • Two years all coaches’ u13-u18 + seniors have coaching uniforms. • Provisions of first-aid kits / coaching manual / etc • Provision of additional coaching materials in net room • Three coaching appreciation events per season – beginning, winter break and season end.
Referee Recruitment & Retention	<ol style="list-style-type: none"> 1) A Referee Development Program---without referees, this game will not be played and youth soccer has a desperate shortage. It is a good way for players to make some money and learn about the game. 2) Zero Tolerance Program – to ensure the referees are not harassed – youth & senior. 	<ul style="list-style-type: none"> • Referees look professional • Referee pride and satisfaction increased • Referee retention • Better recruitment of referees • Provisions of referees equipment • Referee appreciation event
Volunteer Recruitment & Retention	<ol style="list-style-type: none"> 1) Volunteers Identity & Appreciation Program - volunteers are the heart and soul of every club and although many commit their time for the love of the game or the love of children, a club should still make an effort to show appreciation for the efforts of volunteers. Solidify Volunteer/Executive Identity & Appreciation 	<ul style="list-style-type: none"> • Volunteers feel listened to and valued • Volunteer retention • Increased volunteering • Parents/members see a difference



STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
	<p>to thank, attract and retain effective volunteer support. It might include:</p> <ol style="list-style-type: none"> a. Volunteer recognition social events b. Thanks you gift cards c. thank you cards, d. Gorge gifts (i.e. t-shirts, hats) <p>2) Registration Discount for Volunteers</p>	
<p>Putting a Good Product on The Field</p>	<ol style="list-style-type: none"> 1) Senior Team Sponsorship Program 2) Support for Div.1 Men's and Premier Teams with Funding & Club Support 3) Broaden support to remaining Senior teams 4) Communications for all senior games to members via email or website 5) Actively recruit player for elite programs, ensure top level coaching is in place and clearly communicate benefits to joining Gorge Soccer programs 	<ul style="list-style-type: none"> • Club marketing / branding through premier teams • Better recruitment & retention of players • Teams look professional with uniforms and jackets • Greater club satisfaction & pride • Better atmosphere at park for senior games • Return of Gorge Alumni <p>Top calibre men's and women's teams successfully competing in local leagues and qualifying for provincial and/national</p>



Goal 3 – Development & Training Excellence

Key Result Areas

- Coaching Development – Increased, improved and professional looking.
 - Establish a club-wide coaching program
 - Establish a club-wide curriculum, environment and lexicon (e.g. consistent terminology/language for training/learning from mini → senior)
- Player Development – expand to more ages groups
- Referees Development – additional training and full slate of opportunities
- Facilities Development - Acquire new turf field and improve quality of existing facilities. Invest in club facilities and treat as an asset.
- Club growth requires additional field, gym space/options.
- Support for Technical Director/Head Coach – allow him/her to do what they should be doing – technical program
- Proactively set expectations of players, parents, coaches
- Allow players to be successful in their own age group

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
Pride in Facilities	1) Facilities Clean & Updated - Establish a regular “Pride in Park” Program (3-4 times per year). 2) Funded Facilities Maintenance Program – annually funded for maintaining all club facilities	<ul style="list-style-type: none"> • Facilities don’t look run down • Pride in park by youth to seniors • Long-term caring • Easier maintenance on go-forward basis
Player Development Excellence	1) Youth Curriculum & Associated Training - development curriculum developed for: TimBits / U8-10 / u11-12 / u13-18 2) Goalkeeper Curriculum & Associated Training---for all interested goalkeepers in the club. (should be free to players) 3) Player Development Program – to include: Skills + Tactics + Speed/Agility + Nutrition + Psychology. <ul style="list-style-type: none"> a. Provide Academy in addition to regular training – free of charge b. Provide – via an association with Speed/Agility/Strength experts – a program for those players who wish to participate, a club should use its size to help arrange discounted prices for programs. A club should help stress the importance of this domain for injury 	<ul style="list-style-type: none"> • TimBits curriculum established in 2015/6 • U8-u10 curriculum to be established in 2015/16 • U11/u12 curriculum to be established in 2016/ • U13-u18 curriculum to be established in 2017/18 • Noticeable increased skill level in youth players • Noticeable increased skill in coaches • Players continue to play because of the positive experience, confidence building and ability to play with their peers



	<p>prevention and help with education of parents and coaches</p> <ul style="list-style-type: none"> c. Sports Nutritional Program - Provide nutritional advice to players d. Sports Psychology Program - Provide simple sports psychology information and mental training tips for players <p>4) Player-Centric Program Options:</p> <ul style="list-style-type: none"> a. Allow upward (and Downward) Movement – but encourage talented players (parents) to remain in their own age group and be successful in their own right. b. Open Practices---to allow players who want to train more or want to challenge themselves the opportunity to do so c. Centrally organized tryouts---these should be run by a coaching director and with independent evaluators. Team coaches should be consulted, however tryouts should be centrally organized to prevent the influence of personal relationships d. Education on the field and in the classroom---promote classroom sessions and encourage players to watch videos of games and analyze. If done with some thought this can be made a fun competition. 	
<p>Coach Development Excellence</p>	<ul style="list-style-type: none"> 1) A clearly identified development plan with player development as the primary goal above winning. Winning is a by-product of quality development. 2) Minimum Coaching Standard Met By All u8-u18 Coaches <ul style="list-style-type: none"> a. Practices should not include lectures, lines and laps--- players should not be standing around, allowed the opportunity to lose concentration, or lectured to regularly. b. Practices should be fun, dynamic, active, and challenging 3) Coaching Rotation - A different coach at least every two years--- coaches all have different strengths, different ways of communication, and different views of players. Players should benefit from the strengths of multiple coaches and get a “fresh start” every couple years. 	<ul style="list-style-type: none"> • Coaches place development before winning and are not afraid to fail. • Noticeable increased skill in coaches • Noticeable increased skill level in youth players • All coaches u8 and above have taken some form of training by March 2016 • Minimum of three in-club coaching sessions held (e.g. defending, transition, attacking)



<p>Formalized Evaluation Program</p>	<ol style="list-style-type: none"> 1) Club Coaching Evaluation---whether you have a coaching director or use coaches to oversee each other, clubs should have coaching oversight. <ol style="list-style-type: none"> a. Standardized Coach Evaluation Forms and Feedback b. 4 pillars of Evaluation completed c. Evaluation provided to Coaches that want it 2) Formalized Player Evaluation Program (assess at training/academy, game assessment, coach assessment, yearend assessment) <ol style="list-style-type: none"> a. Standardized Player Evaluation Forms and Feedback b. 4 pillars of Evaluation completed c. Evaluation provided to players that want it 3) Parents & Players knowledgeable of Assessments (ie communication) 	<ul style="list-style-type: none"> • Coaching improvement & consistency • Parents have mechanism for feedback and knowledge that their concerns will be met • Post-season survey • Online Anonymous Suggestion Box
<p>Turf and Goal Replacement Fund:</p> <ul style="list-style-type: none"> • Invest in Existing Club Facilities 	<ol style="list-style-type: none"> 1) Create a new/replacement turf goal and account 2) Initiate a Fundraising Sponsorship Committee 3) Identify two or three short term and long term fundraising programs. 4) Investigate key fundraising events. 	<ul style="list-style-type: none"> • Budget required = \$650k - GSA will raise \$50,000 per year for turf replacement. • Initiate a Fundraising/Sponsorship Chair/Committee • Two – three short term and long term programs to raise \$25,000/year • Kulai & Cage turf replaced by 2020 • Identification of steady revenue streams and periodic streams • Increased support and ties to Esquimalt HS Turf Field
<p>Facilities For Growth</p>	<ol style="list-style-type: none"> 1) Lights at Bullen - Work with Esquimalt to get better lighting at Bullen within three years 2) New Turf Facility - Establish new turf field for training to address growing demands and club growth. 	<ul style="list-style-type: none"> • New turf field partnered in 5 years • Growth in seniors players / teams
<p>Development = Team Success = Development</p>	<ol style="list-style-type: none"> 1) Placement of teams in competitive leagues---teams should be competing in leagues in which they win approximately 50% of the time. If teams are going 10-0 or 0-10 during the season, it does not promote development. 2) Game evaluations---other coaches or a coaching director should evaluate teams during games and give the team coach feedback as to what they see as strengths and weaknesses. In addition, team coaches should fill out game reports for every game so the club can keep a binder and track the development of each team from year to year 	<ul style="list-style-type: none"> • Happy players and parents • Player & team development before parent egos



<p>Celebrate Club Success</p>	<ol style="list-style-type: none"> 1) Club Goal - to place one Gorge player on Provincial Team (female & male) and/or Vancouver Whitecaps REX program each season 2) Set goal to place our share of players on HPL team each season 3) Website page for success stories 4) Recommend players for HPL---a club should encourage its' best players to challenge themselves further and help them compete for spots on Regional and National teams. 	<ul style="list-style-type: none"> • Advertise Gorge supports player development • One player every two years placed on Provincial Team or Whitecaps REX program • Identification of the "right" players to be placed on Wave HPL teams and inline with Gorge's population percentage (2-3 players /year)
<p>College Recruitment Program</p>	<ol style="list-style-type: none"> 1) Provide college recruitment webpage for players 2) Provide hopeful collegiate players with recruiting help---a club should have a standard college recruit profile form and team profile books, as well as give players realistic expectations as to at what level they can play and serve as a reference for the player. The club should educate players and parents as to the recruiting timeline, financial aid, and how to choose a college (recognizing academics is of primary importance) 	<ul style="list-style-type: none"> • Setup college recruitment website or links to one • Bring in parents of college bound students • Work with LSA / PLSC / Fusion for Saanich Untied team at female's West Canadian Showcase



Goal 4 - Improved Club & Community Ties

Key Result Areas

- Club membership engagement
- Gorge brand in community
- Community outreach (marketing ourselves)
- Promote our club through a variety of media & in our community
- Advertising champions
- Better social media management (including website)
- Continue to update/refresh GSA website

STRATEGY	ACTIONS / TACTICS	SUCCESS MEASURES
Create & Maintain A Website as the Hub of Club Communications	<ol style="list-style-type: none"> 1) Convert the GSA website to a content management system to simplify editing and allow increased input by a variety of club members. 2) Social Media Program 	<ul style="list-style-type: none"> • Improved content; more easily kept up to date and not so onerous on one or two people to maintain • Easier website maintenance by more than one person • Better/faster communications to club members and public • More engage community • Less questions / emails/ phone calls for information • Increased website visits (hits) and Facebook "likes"
Member Engagement	<ol style="list-style-type: none"> 1) Encourage Gorge members to visit the GSA website and Facebook page through direct email 2) Conduct a survey encouraging feedback from parents and members through a Google form link emailed to targeted groups or via Gorge website/Facebook page 3) Create specific survey requesting feedback on facilities, schedules, coaching, individual and team development 4) Have coaches' survey parents at the outset of the season to determine their expectations for their child and follow-up with parents at the conclusion of the season to verify how success GSA was in meeting these goals. 5) Create more opportunities for parents to participate in training sessions along with their child throughout the season. 	<ul style="list-style-type: none"> • Members are informed and feel values • Greater volunteerism • Club garners direct feedback on membership • Improved communication with GSA "clients" and ability to better serve their needs • Ability to identify and focus on specific issues and concerns of GSA "clients" • Opportunity to understand parent expectations and allows coaches to manage these expectations leading to improved "client" satisfaction and communication • Increased parent involvement and more volunteers to assist with the program • Improved atmosphere of "fun" and participation for all players and their families.



	<p>Challenge parents to come up with ideas for social interaction of mini players/parents (e.g. early Easter Egg hunt)</p> <p>6) Organize a Gorge Soccer Day at Hampton Park where kids can challenge their parents in various soccer skills, etc.</p> <ul style="list-style-type: none"> • Conduct a survey encouraging feedback from parents and members through a Google form link emailed to targeted groups or via Gorge website/Facebook page 	<ul style="list-style-type: none"> • Improved "client" satisfaction and communication leading to understanding and volunteerism
Improved Outreach With Our Community	<ol style="list-style-type: none"> 1) Coordinated and targeting marketing internally & externally 2) Letter of introduction to all community group w/ offer of support / participation 3) Identify and arrange meetings with community partners and invite local politicians to attend and/or participate in Gorge "Fun" Day. 4) Setup a GSA kiosk at various community events to promote Gorge Soccer 5) Identify various media groups who would be willing to advertise Gorge programs available to all age groups 	<ul style="list-style-type: none"> • Communication Plan • Marketing materials developed • Community groups start to contact Gorge for help, support and updates • Increased registration and improved communication
Improved Outreach with Local Governments	<ol style="list-style-type: none"> 1) Visit all Local Governments that contribute to Gorge's membership Establish better relationship with Municipal Governments through face-to-face meetings: Parks Department; Council Presentations, etc. 2) Annual visit / communication 3) Support for municipal 4) Identify and arrange meetings with community partners and invite local politicians to attend and/or participate in Gorge "Fun" Day. 	<ul style="list-style-type: none"> • 4 municipal governments visited in 2015/6 • Establish better relationships • Awareness of Gorge Soccer • Grease the wheels to get things done • Potential funding source • Improved reputation within the community and more support for GSA projects, events.
Linkages With K-5 Schools	<ol style="list-style-type: none"> 1) Approach local elementary schools and recreation centres within Gorge boundaries to advertise Gorge mini program. 2) K/1/2 Soccer Program – Setup soccer program and Jambree for K-2 children within catchments schools and host jamboree at park. 3) Annual visit / communication 	<ul style="list-style-type: none"> • Establish better relationships • Awareness of Gorge Soccer • Improved reputation within the community and more support for GSA projects, events • Increased registration at the grass roots level.
Club Become a Social Option for Members	<ol style="list-style-type: none"> 1) Establish a Social Committee and increase interaction between youth and senior program through mentoring, team clinics and encouraging senior players to conduct or participate in youth training sessions. 2) Increased Social Activities for Seniors 	<ul style="list-style-type: none"> • Senior players establish important connections with younger player which in turn will encourage these players to stay with the club throughout their playing career • Improved club "pride", support of other teams and increased attendance at regular events such as the 4'Oclock Club



	<ol style="list-style-type: none"> 3) Increase and promote cross club social events for senior members through establishment of a Social Committee consisting of representatives from all teams. 4) Youth Social events---clubs should promote social events a few times each year. Whether it be a parent vs. child 3 vs. 3 tournament, or a ballroom style night for parents or a trip to the beach for players. 5) Annual banquet---clubs could have an annual banquet to recognize volunteers and those players who exhibit dedication, sportsmanship, and leadership. It can be a fun time with give-aways to bring the club together. 6) Provide additional opportunities for alumni to participate in regular Gorge activities through improved communication. 	<ul style="list-style-type: none"> • Improved team support, increased camaraderie and understanding of club history
<p>Ties to Soccer Community</p>	<ol style="list-style-type: none"> 1) Create an Atmosphere of Soccer <ol style="list-style-type: none"> a. Darby vs Lakehill – Saanich Shield 2) Support of, and exposure to, professional teams. 3) Establish mentoring program with youth/senior players and/or teams. Invite UVic men's/women's teams to conduct clinics for these age groups 	<ul style="list-style-type: none"> • Ties to highest level of soccer played in Community (e.g. Highlanders, Vic united, PCL, Vikings, etc.) • Communications re: Whitecaps & Highlanders • Gorge seen as soccer leader in Victoria