MOUNTAIN UNITED FC

The Centre of Choice

Strategic Plan

2021-2022

President’s Message

“It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change.” – Charles Darwin.

This is true of Mountain United Football Club as, over the past year and a half, we have seen considerable change in the soccer landscape, and within our own district of Burnaby. The evolution of our club from previously representing two districts evolved to becoming a Burnaby based club and a member of the Burnaby Youth Soccer District. Change brings many things including excitement, resistance, dreams, but most importantly it requires planning and execution.

We recognized this and are happy to have put our time and money to preparing a Strategic Plan that identifies and will execute on three key areas: Strategic Growth, Operational Excellence, and Culture.

Engaging with our stakeholders, players, parents, and internal staff to identify the areas we need to improve was incredibly valuable in this process. We are committed to listening and addressing the feedback provided by the stakeholders.

President's Message

We are all here for the same reasons: to provide kids the best possible experience and use the great sport of soccer to achieve their goals.

We are a club that has done exceptionally well in player development in the past ten years. As we say in soccer, you are only as good as your last game and same is true for the organization. We need to continue looking forward to improve all aspects of our club to ensure the positive experiences of our stakeholders continue without exception.

We are excited with what we have developed with our Strategic Plan as it brings responsibility and accountability to each other and to our soccer family. This wouldn't have been possible without the team at FSQ, Taryn Lipschitz, Matt Young, and Nelson Soh. Their guidance was incredibly valuable to identify our values and the vision of what we want to stand for as a club.

The future looks bright, and we look forward to building the best club in Canada with you!
"Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all is a form of planning." – Gloria Steinem

Executive Summary

Mountain United Football Club (MUFC) aims to attract, retain, and grow participation with the club through focusing on the following pillars for 2021-2022:

1. Strategic Growth
2. Operational Excellence
3. Culture & Brand Development (Heart & Soul)

This plan was developed by engaging with our valued stakeholders for clear understanding of the various challenges and opportunities across all aspects of the club.

This plan has been developed with strategic goals and targets for staff and managers to develop the best quality experience for all stakeholders. We look forward to working towards our goals over the next year and continue to optimize the experience for each stakeholder with MUFC.

Because Sport Builds Community.

Our **Vision:**

Leaders in the fulfillment of human potential.

Our **Mission:**

Be the leaders in creating exceptional soccer experiences.

MUFC Values

Community:
Beyond the Pitch.

United:
Equal opportunity for all.

Respect:
People first, athletes second.

Integrity:
Excellence & accountability to all of our stakeholders.

MOUNTAIN UNITED FC
The Centre of Choice

Strategic Plan

Our 2021-2022 Strategic Plan includes 3 key pillars:

Objective #1	Objective #2	Objective #3
Strategic Growth	Operational Excellence	Heart & Soul
	Key Strategies	
Club & School Partnerships Programs (Skill Centres, Academies) BC League 1 Pathway	Onboarding to Exit Operation Standardization	Culture & Brand Building Community Engagement Communication Strategy

Objective #1: Strategic Growth

Strategy	Goal(s)	KPI(s)	Timelines
Club Partnerships	1. Development of club partnerships to support player awareness of MUFC programs 2. Attract players into MUFC skill centres and intakes	1. 4 club partnerships confirmed (LOIs in place) 2. Minimum of 3 players per partner club to sign up for skill centre and intakes (U8-U12)	1. End of 2021 2. Spring 2022
School Partnerships	1. Identify key schools in the community to build partnerships to support development of active and healthy community	1. 1 school partnerships confirmed to be executed in 2022	1. End of 2021
Programs (Skill Centres, Academies)	1. Build out strategy of the U8-12 Skills Centre to expand program options to attract, retain, and grow membership	1. Submit license application for October submission	1. Spring 2022
BC League 1 Pathway	1. Build athlete development pathway with increase program capabilities.	1. Investor deck completed and submitted to BC Soccer for review 2. Submission RFP	1. End of October 2. Q2 2022

Objective #2: Operations

Strategy	Goal(s)	KPI(s)	Timelines
Onboarding Documents	1. Develop operational documentation of processes and systems for consistent experience and integration of values for all stakeholders. 2. Create formatting that reflects brand guidelines across all documents.	1. Compile existing documents 2. Audit existing documents 3. Analyze and fill gaps 4. Standardize document formats 5. Present documents to stakeholders 6. Finalize and implement	1. End of Sept 2. End of Oct 3. End of Oct 4. End of Nov 5. Jan 2022 6. Feb 2022
Internal Communication Strategy	1. Improve communication to all stakeholders on key club operations to ensure education and insight of programming and operations.	1. Analyze current communication and what is necessary for improvement in the future. 2. Identify resources, timing, priority, and fiscal details to move forward. 3. Implement	1. End of Sept 2. End of Nov 3. Feb 2022
Staff Meetings	1. Set up weekly meetings to ensure operations of club are being communicated to staff, volunteers, managers, and coaches. 2. Increase awareness and ability to quickly deal with challenges and opportunities that arise.	1. Set up weekly staff / Board meetings 2. Set up weekly coach / manager meetings	1. End of Sept 2. End of Sept

Objective #3: Culture

Strategy	Goal(s)	KPI(s)	Timelines
Culture & Brand Building	1. Increase awareness of MUFC culture and brand internally and externally. 2. Ensure stakeholders understand purpose, vision, mission, and values and are living them (with leaders setting the example).	1. Engagement with PVMV 2. Surveys to measure implementation	1. Ongoing 2. Throughout season
Community Engagement	1. Develop partners to live values and be part of the community.	1. 28 - 30 Total partnerships confirmed 2. Mentions with partners	1. End of 2021 2. Ongoing
Communication Strategy	1. Improve communication with stakeholders. 2. Increase awareness of MUFC to potential stakeholders.	1. Social media, website, and email analytics reviewed monthly and shared with Board (impressions, engagements, shares, website visits, bounce rate, conversions, sign ups, unsubscribe, media mentions, comments, etc.) 2. Stakeholder engagement (Slack, engagement, surveys)	1. Monthly beginning Oct 2. Ongoing

Contact:

Mario Montagliani,

President

mario.montagliani@gmail.com