



# 2025 Strategic Plan

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## Vision Statement

Phoenix FC is dedicated to fostering a comprehensive youth soccer development environment that aligns with the Canada Soccer Association Long-Term Player Development Model. This plan emphasizes player agency, mental fitness, nutrition, athletic development and social connection, all underpinned by our coaching pillars: Hard Work, Learning and Improving, Positive Team Spirit and Positive Coaching.

## Mission Statement

To create an environment where people can grow and learn because they feel included and safe to try, to develop lifelong learners and enhance young people's lives through repeated flow of experiences and joy, and to support the journey of tomorrow's leaders in soccer and in life.

## Values

Player & Human Development First	Inclusion & Accessibility	Respect & Humility
Excellence & Innovation	Community Engagement	Spreading Joy

## Strategic Pillars

1. Identity, Culture & Membership Engagement
2. Leadership
3. Programming
4. Women in Soccer
5. Inclusion & Accessibility
6. Facilities
7. Financial Sustainability

## Identity, Culture & Membership Engagement

Goal	Outcomes
<p>Ensuring member voices are heard and members understand and support the vision of the club.</p>	<ul style="list-style-type: none"> <li>• Effective two-way communication with membership.</li> <li>• Consistent and reliable volunteer participation in club activities.</li> <li>• Elevated level of member volunteerism.</li> <li>• Centralized communication through regular and consistent methods.</li> <li>• Regular membership surveys, town halls and updates regarding strategic plan progress, milestones and achievements.</li> <li>• Members are showing pride in the club, wearing the badge and positively represent the association.</li> <li>• Membership understands and appreciates our long history.</li> <li>• Strong tournament opportunities and recognition in soccer community.</li> </ul>

## Leadership

Goal	Outcomes
<p>We have a comprehensive organizational structure with defined roles and responsibilities supported by a strong governance board delivering value to membership.</p>	<ul style="list-style-type: none"> <li>• Strong nominations committee soliciting skilled membership participation in board and committee roles.</li> <li>• Engaged and active board of directors and committees providing value in membership representation.</li> <li>• Efficient and productive relationship between board and staff.</li> <li>• Positive work environment with clear expectations.</li> <li>• Defined accountability chart, roles and responsibilities and documented processes for all staff.</li> <li>• Detailed governance policy manual supported by clear and cohesive bylaws, rules and regulations and policies.</li> <li>• Membership is aligned with the association strategic plan and contributes when given the opportunity to do so.</li> </ul>

## Programming

Goal	Outcomes
<p>Use best principles of transformational development in our programming and community development as an education driven organization who embraces a growth mindset. We develop players, referees and coaches at all levels and ages who are leaders in sport.</p>	<ul style="list-style-type: none"> <li>• We host leadership development training outside of soccer.</li> <li>• Coaches are facilitators of learning.</li> <li>• Coaches are familiar with and teach game-based learning.</li> <li>• We accept failure as opportunity to grow.</li> <li>• We have a coaching hub and train and certify coaches.</li> <li>• We host regular coach education sessions.</li> <li>• Our coaches embrace and follow our philosophy.</li> <li>• Programming and messaging are consistent between teams and age groups.</li> <li>• Parents are included in the growth and development of our players.</li> <li>• We have a referee mentorship program.</li> <li>• Referees are respected and seen as partners in the game.</li> <li>• We are deliberate in how we assign referees to maximize success and transfer knowledge.</li> </ul>

## Women in Soccer

Goal	Outcomes
<p>Raise the involvement of women throughout the association through engagement, mentorship, encouragement, recruitment and offering opportunities to participate.</p>	<ul style="list-style-type: none"> <li>• Proportional gender representation throughout the organization, including players, coaches, staff and board members.</li> <li>• Remove systemic barriers to involvement of women in sport.</li> <li>• Create pathways for women in all roles.</li> <li>• Continued growth and support for the staff led She Can Rise program.</li> </ul>

## Inclusion & Accessibility

Goal	Outcomes
<p>Ensure all people can participate in suitable soccer programming regardless of age, gender, race or physical or mental ability.</p>	<ul style="list-style-type: none"> <li>• A welcoming and inclusive environment accessible to all.</li> <li>• Development of programming for all physical and mental abilities.</li> <li>• Accessibility of programming for migrant population.</li> <li>• Program options for seniors and aging population.</li> <li>• Financial support opportunities for those in need.</li> </ul>

## Facilities

Goal	Outcomes
<p>Accessible and suitable facilities supporting both indoor and outdoor soccer programming within the boundaries of Strathcona County supporting the growth of the association and sport at all levels of play.</p>	<ul style="list-style-type: none"> <li>• Proactive and effective relationship with Strathcona County for field and facility development.</li> <li>• Continued development and maintenance of Buckingham office and training facility to support administration and delivery of programming.</li> <li>• Full size indoor turf facility located in Strathcona County.</li> <li>• Suitable and accessible Outdoor turf and grass fields.</li> </ul>

## Financial Sustainability

Goal	Outcomes
<p>The association has stable and sustainable finances including a sufficient reserve fund, delivering value to membership for registration fees, realistic and accurate budgeting and timely and consistent financial reporting.</p>	<ul style="list-style-type: none"> <li>• Adherence to balanced budget and contribution to reserve funds.</li> <li>• Total compliance with procurement and investment policies.</li> <li>• Perception of financial transparency amongst membership.</li> <li>• Timely and accurate reports provided consistently to Executive Director and Board of Directors.</li> <li>• Successful Corporate sponsorship program.</li> <li>• Successful pursuit of eligible grant programs.</li> </ul>

	<ul style="list-style-type: none"> <li>• Successful post-secondary scholarship program.</li> <li>• Fundraising and sponsorship program.</li> </ul>
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## **Three Year Goals**

### **Identity, Culture & Member Engagement**

- Achieve member satisfaction regarding financial reporting.
- Achieve member satisfaction regarding programming.
- Achieve member satisfaction regarding communication.
- Achieve strong member retention with players wanting to stay.
- Deliver value to membership giving every effort to reduce fees quantified by member feedback.
- Have a strong brand with member pride in club culture.

### **Leadership**

- Have a complete, updated and reviewed hierarchy of By Laws, Rules and Regulations, and policies with clear and coherent meaning.
- Have a stable and skilled staff with clear and understood roles and responsibilities, accountability and policies and procedures.
- Have a complete documented policy and procedure manual for the operations and administration of the association.

### **Programming**

- Provide value programming to membership using the 4 pillars of coaching.
- Achieve National Youth Soccer License certification.
- Continued success of the Junior Coaching, Junior Tech and Junior referee programs.
- Expand growth opportunities for players through player agency, habit tracking and individual development plans.
- Continue to keep the ball rolling through game model programming.
- Expand the technology integration and innovation in our programming.
- Expand sports medicine integration.

### **Women in Soccer**

- 50% women representation on the Board of Directors.
- 50% of players in women's programming.
- 2027 one (1) women coach representee on each women's team.

### **Inclusivity & Accessibility**

- Successful Soccer program offerings for mental and physical disabilities.
- Successful Soccer program offerings for seniors and aging population.
- Successful financial assistance program helping members in need.

### **Facilities**

- 2028 Opening of Strathcona Indoor Field House used for the majority of Phoenix FC indoor soccer programming.
- Completion of one Strathcona County outdoor field conversion to turf. (Strathcona Athletic Park).

- Buckingham Facility in well maintained condition and utilized as a hub for member interaction.

### **Financial Sustainability**

- Hold a reserve fund balance of \$250K.
- Achieve Sponsorship revenue averaging \$200K per year.
- Achieve fundraising and grant revenue averaging \$100K per year.
- Year 2 & 3 return to surplus with reserve fund contributions.

## **One Year Plan**

### **Identity, Culture & Membership Engagement**

*Led by: Identity, Culture & Membership Engagement Committee*

*Supported by: Board of Directors & Staff*

- Release of new website as a centralized communication tool.
  - a. Clear and simple user-friendly format.
  - b. Relevant and current information.
  - c. Regularly updated by staff.
- Improve format and consistency of communications to members through weekly mailers, social media and other avenues based on member feedback.
- Establish effective two-way communication opportunities including member surveys, town halls and member comments.
- Quarterly board communications to membership via President's report providing strategic plan progress, financial updates and association milestones and achievements.

### **Leadership**

*Led by: Executive Board & Executive Director*

*Supported by: Board of Directors & Staff*

- Engaged and effective board led committees meeting regularly and providing recommendations to the board for improvements and implementation.
- Review governance ensuring coherence between Bylaws, rules and regulations and policies and create a centralized location for access and review. (*Governance Committee*)
- Establish clear and concise accountability chart, staff roles and responsibilities and supporting human resources manual.
- Ensure positive and aligned vision between board and staff.
- Creation of process and procedure manuals for board positions for the consistent transfer of duties and tasks to future boards.

### **Programming**

*Led by: Executive Director & Sporting Director*

*Supported by: Board of Directors*

- Offer lower cost, lower commitment programming to u4-u7 as a means of making the sport accessible to a wider range of families. (Little Tekkers)

- Offer weekly summer camp programming for ages u8 to u17 to target recreational players wanting exposure to a more competitive training environment. (We want to grow the competitive player pool both boys and girls)
- Offer summer camp programming aimed exclusively at youth female players as part of our SheCAN initiative. Includes a 3v3 tournament and day camp. Increase our female participation & coaching rates at our club.
- Indoor 2025 skill center development for transition from recreational to competitive.
- Complete application for National Youth Soccer License.

### **Women in Soccer**

*Led by: Inclusion & Accessibility Committee*

*Supported by: Board of Directors & Staff*

- Recruitment of women for participation in association at all levels seeking proportional representation in players, volunteers, staff and board.
- Continued growth in female coaching programs.
- Continued support of the staff led She Can Rise program.

### **Inclusion & Accessibility**

*Led by: Inclusion & Accessibility Committee*

*Supported by: Board of Directors & Staff*

- Development of soccer programming opportunities for all mental and physical abilities.
- Promotion of SPDSA / Phoenix FC membership opportunities for migrant population as an opportunity for growth.
- Further development of inclusion fund providing financial assistance to those in need.
- Phoenix FC Post Secondary Scholarship program. Develop strategy for 2026 implementation.

### **Facilities**

*Led by: Facility Committee*

*Supported by: Board of Directors & Staff*

- 2025 Completion of planning & engineering for Strathcona Indoor Field House
  - a. Engagement with selected IPD team for project delivery.
  - b. 2026 Start of Construction
- Lease renewal in current Buckingham Facility
- Maintenance and upkeep of current facility.



- Progress in turf conversions of outdoor fields in Strathcona County.

### **Financial Sustainability**

*Led by: Finance Committee*

*Supported by: Board of Directors & Staff*

- Improve financial processes to ensure compliance with year-end financial requirements and regular financial reporting to executive director and board of directors.
- Establish consistent, accurate and timely budgeting procedures.
- Return to balanced budgets and rebuild association financial reserves.
- Ensure association compliance with procurement and investment policies.
- Solicit sponsorship & fundraising opportunities as an alternative revenue source  
*(Fundraising & Sponsorship Committee)*