



ALL4ONE
WE ARE UNITED

2021-2024 STRATEGIC FRAMEWORK

LINKING PAST TO PRESENT TO BUILD OUR FUTURE

ABOUT UDFC

United Dartmouth Football Club was formed in 2018 when the four soccer clubs of Harbour East Region - Cole Harbour Soccer Club, Eastern Passage Soccer Club, Dartmouth United Soccer Club, and Dartmouth Football Club - united.

Our colors are navy, white and action green, and we proudly refer to ourselves as “United!”

United is one of the largest clubs in Nova Scotia, with over 2,500 players from Under 3 to Senior. United will deliver community soccer programs in Dartmouth, Cole Harbour and Eastern Passage communities, and also field competitive teams in Soccer Nova Scotia leagues at all age levels.



Organizational Chart



A photograph of a male coach in a blue shirt talking to a group of young girls in soccer uniforms on a grassy field. The girls are wearing blue jerseys with 'UNITED' and the number '10' on the back, and blue shorts. They are holding soccer balls. The background shows a residential area with houses and trees.

STAKEHOLDERS: WHO WE ARE

Internal Stakeholders

- Employees
- Board Members
- Volunteers (ex. Coaches, Managers, committee members, etc.)

External Stakeholders

- Members (i.e. Players, Parents and Coaches)
- Donors/Sponsors
- Other Community and Government Partners
- Soccer Nova Scotia
- Sport Nova Scotia
- Canada Soccer Association
- Other Sport and Community interest groups




**KEY
MILESTONES**

CLUB MERGER = 2018

CLUB LICENSING = JANUARY 2021

COACH LICENSING = 75% COMPLIANCE

SEPTEMBER 2021



UDFC STRATEGIC FRAMEWORK: JANUARY 2021 - 2024

OUR MISSION:

United DFC's mission is to promote and grow the sport of soccer in our communities, creating pathways and opportunities for players and volunteers to be involved in soccer for life.

OUR VISION:

To be recognized as a leading and progressive soccer club in Canada in the areas of player and coach development, community integration and responsible governance.

OUR VALUES:

- **Accountability:** We recognize the duty is ours to ensure UDFC provides a safe and inclusive environment for everyone, and with that comes accountability and open communication.
- **Accessibility:** Our community is our heart, and we strive to ensure all our operations and programming are open, accessible and inclusive for everyone in our communities.
- **Excellence:** Our vision of excellence is to exceed expectations and deliver quality soccer programming for all levels of skill, ability, and goals.
- **Respect:** At UDFC we believe in sportsmanship, tolerance and respect for all, whether we are on the field or in our communities.

A group of soccer players and a coach are huddled together on a grassy field. The coach, wearing a white cap and a light green shirt, is on the left. The players, wearing green jerseys, are in the center and right. They appear to be in a moment of discussion or encouragement. The background is a blurred green field.

UDFC STRATEGIC FRAMEWORK

WHY UDFC

We believe that UDFC provides a safe, friendly place for every interested player, regardless of age and ability to play soccer and feel part of the community.

The rich history of four soccer communities lives at the heart of UDFC and is the foundation UDFC was built on. These four clubs share a storied history in the development and success of soccer in Nova Scotia's Harbour East District and by revisiting and understanding their successes, UDFC can shape its culture and pathway for a strong future. Learning from our past successes, UDFC's strategic framework aims to target:

- **People:** The strength of the four clubs, and now UDFC, has and can continue to be the people who believed in, gave time to, supported and advocated for soccer in their communities.
- **Experience:** The passion for soccer and clubs (now one club) was built on member experiences (whether coaches, managers, parents or players). Those experiences are not all shaped by “winning” or soccer successes, but also by club cultures that emphasized relationship building, team experiences and connectedness.
- **Relationships:** Feeling connected and part of something bigger than yourself and a sense of belonging to your soccer community.

UDFC's 2021-2024 STRATEGIC FRAMEWORK:



**LINKING PAST TO PRESENT
TO BUILD OUR FUTURE**

STRATEGIC FRAMEWORK 2021-24: KEY PERFORMANCE OBJECTIVES

Member Growth - Overall	Year to Year
Mini	15%
Skills Centres	20%
Community	20%
High Performance	10%
Senior	20%
Member Retention Rate	Year to Year
Mini	50%
Skills Centres	90%
Community	90%
High Performance	95%
Senior	80%
Annual Coach Retention Rate	70%
High Performance Player Objective Fulfillment (i.e. U SPORTS, Professional)	40% (based on “graduating” youth soccer players).



UDFC STRATEGIC PRIORITIES

1. Stakeholder Development
2. The UDFC Experience
3. Governance / Organizational Leadership
4. Financial
5. Operational Support
6. Community and Social Responsibility

Strategic Priorities

1. Stakeholder Development

UDFC will aim to exceed the expectations and standards of soccer clubs in Nova Scotia and Canada by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Developing a comprehensive technical plan, which lays out strategic priorities for long term player development (grassroots to youth to senior).	✓	
Establishing a plan for coach recruitment, mentorship, and retention, which includes clear objectives for development both in licensing and within the club.	✓	
Committing to CSA's club licensing process, and finalizing our application.	✓	
Create and support professional development opportunities for coaches and managers to develop their soft (interpersonal, communication, and organization) and hard (technical) skills.		✓
Develop a comprehensive recognition and appreciation strategy for volunteers and staff.		✓
Develop a comprehensive volunteer strategy for all levels of volunteers within the club with the goal of helping build long-term relationships, strengthen club ties, and enhance enjoyment/experiences with the club.	✓	

Strategic Priorities

2. The UDFC Experience

UDFC will aim to exceed the expectations of stakeholders and drive the ultimate soccer experience in the Harbour East District by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Develop a UDFC branding strategy	✓	
Enhance player experience by continuing to adapt and develop soccer programming based on stakeholder feedback, professional input, and identified best practices.		✓
Develop a strategy to help maintain strong connections throughout all of the unique communities that comprise UDFC.	✓	
Develop a strategy for club access to fields that benefits needs of all age groups and levels.	✓	
Develop a team selection process for all ages and abilities that supports Club objectives and player preferences.	✓	
Develop a soccer programming strategy as per technical plan that incorporates and develops a distinct UDFC playing philosophy and style.		✓
Develop a club strategy for team management and experience delivery, which focuses on interclub mentorship, building club relationships, and enhancing stakeholder experiences.	✓	

Strategic Priorities

3. Governance / Organizational Leadership

UDFC will improve the long-term sustainability of the organization and focus on developing a strong-healthy Board by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Review UDFC Constitution and Bylaws	✓	
Establish clear-formed committees with Terms of Reference and identified Chair(s).	✓	
Create standardized policy and procedure format, and instructions for Board and Staff on policy development (i.e. committee led, Board led, process for staff).	✓	
Develop a transitional plan to assist Board and Staff in shifting from Working (Operational) to Governance Board model	✓	
Implement a plan for professional development for Board and Staff in the area of organizational management.		✓
Develop a UDFC organization chart, which outlines Board and Staff roles, and includes long-term staffing objectives (i.e. establishing an organizational structure that meets current operational needs while creating opportunities for future growth).	✓	

Strategic Priorities

4. Financial

To ensure the long-term financial success of the club, UDFC will look to improve operational financial efficiencies and explore opportunities for new and sustained revenue by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Establish a Board-level Sponsorship Committee	✓	
Establish procedures for annual budget development for Board and Staff.	✓	
Establish procedures for budget management and reports with roles and requirements for Board and Staff	✓	
Establish a standing Finance committee and ad hoc Sponsorship committee with clear terms of reference outlined (see: Governance).	✓	
Review and develop programming plan for potential new revenue sources as outlined in Technical Plan (ex. Individual Player Development).		✓
Review day-to-day management of financial transactions (ex. Registration, store, other incoming cash or cheques) and develop operating procedures and reporting process.	✓	

Strategic Priorities

5. Operational Support

UDFC will aim to be a community leader in resources and support for staff and volunteers by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Define and assign roles and responsibilities of club operations (i.e. RACI Chart)	✓	
Provide professional development opportunities for full-time staff.		✓
Provide staff and volunteers with internal access to support and conflict resolution through a standing Human Resources committee (see: Governance).	✓	

Strategic Priorities

6. Community and Social Responsibility

As a thriving member of the Harbour East District, UDFC is committed to enhancing the community experience and recognize our responsibility to ensure we promote and provide safe and inclusive environments for everyone within and beyond our soccer communities and will do so by:

Action Item	Short Term 2021-2022	Long Term 2021-2024
Develop and implement soccer programming that support youth in community during school breaks (i.e. PD days, March break, Summer) and other community events (ex. Switch)	✓	
Collaborate with community groups and events to provide support and engagement beyond soccer and sport		✓
Creating a Diversity, Inclusion and Committee to support our community voices, establish targets and best practices for outreach to marginalized people, groups, and communities and build a successful strategy to ensure we provide and promote safe and inclusive environments for all.	✓	
Expand program offerings to new communities (ex. North Preston, East Preston, Cherry Brook, etc.)		✓

#United

