

West Vancouver Soccer Club

Applied Business Project



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Executive Summary

The purpose of this report is to analyse the West Vancouver Soccer Club (WVSC), a non-profit organization that provides soccer programs and camps to all ages. This report examines the club's external and internal factors that influence the organization. The external factors are broken down into political and legal, economic, sociocultural, technological, demographic, and global impacts. The internal factors include the organization's strengths, weaknesses, opportunities, and threats. In addition, four major aspects of the business are thoroughly examined. The analysis of the business is separated into the functional areas of operations, human resources, marketing, and finances.

The West Vancouver Soccer Club has a great passion for the industry and has a great range of academy programs and league services. In addition, they have supported the value of inclusion and equality of all soccer enthusiasts as well as a strong sense of community. We believe that the West Vancouver Soccer Club can improve their organization through the implementation of our strategic recommendations described in detail at the end of this report. Based on the results of our analysis, these recommendations focus on where we feel the club has the best opportunities for realistic growth and improvement.

In order to reach the organization's full potential, the West Vancouver Soccer Club should focus on developing a formal internal structure and expanding their presence to the public. Our strategic recommendations include the following:

- Document and/or update operation policies and procedures
- Strengthen internal and external communications
- Recruit a long term marketing/communications position
- Take advantage of current marketing tools and technology
- Pursue sponsorships, gaming grants, and fundraising opportunities
- Give back to the community by offering scholarships

The recommendations benefit the West Vancouver Soccer Club in three ways, by increasing club cohesiveness, increasing public awareness, and increasing revenue. With the needs of the WVSC in mind, these strategies were formulated to build on their strengths and reduce their weaknesses. Lastly, we hope that the recommendations in this report are implemented in the near future and prove to be helpful to the West Vancouver Soccer Club.

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Company Overview



The West Vancouver Soccer Club is the largest sports organization in West Vancouver. The club is owned by the Municipality of West Vancouver, and is a non-profit organization operating with a small number of paid employees and a large number of volunteers. The club was established in the 1920s and has been providing the community with soccer related programs and services since that time. The club's primary objective is to offer high quality soccer programs to the community and increase awareness and interest in the sport. The club offers programs for youth and adults complimented by coaching support, league play and soccer camps and training workshops. The total revenue for 2010 was \$660,000.00; revenue is mainly generated by registration for league play, soccer camps and training programs. The club's core value is inclusiveness for all age groups and skill levels with a focus on developing a positive, strong and stable soccer presence in West Vancouver. The West Vancouver Soccer Club's mission statement is:

"To promote and encourage participation and interest in soccer in the West Vancouver community by, organizing youth and adult teams, developing and providing coaching support, organizing tournaments, funding a soccer development program organized by the Club Head Coach and conducting annual assessment of all soccer players to assign to teams based on appropriate skills and level of interest."

The vision for the club is to create a "Cradle to Grave" organization thereby encouraging a soccer interest at youth to a soccer lifestyle for life. In the practical sense the club strives to develop high quality athletes through all age levels and retain alumni that actively participate in the club's development.

The West Vancouver Soccer Club currently offers the following programs:

- Street soccer for ages U5-U7
- Minis for U8-U10
- Super 8 for U11-U12
- Divisional league play for U13-U18
- Men's Premier and Masters.

The existing physical infrastructure is small and insufficient to support gatherings. A new clubhouse that will provide well equipped change rooms, offices and a common area for meetings is currently under construction.

WVSC Website Quote: The ideal of the Club is to provide for participation by all who wish to play soccer at the level of their individual ability.

ANALYSIS

Analysis

An external and internal analysis of the West Vancouver Soccer Club is an important stage in improving the organization. The two methods used are the PEST analysis and the SWOT analysis.

PEST Analysis – External

A PEST analysis is an evaluation of the external factors of an organization. This analysis examines the external factors on a grand scale. It focuses on outside factors such as the political and legal, economic, social culture, technological, demographic and global aspects related to the soccer industry. In addition, this analysis will also explore the demographic and global aspects related to the organization. The purpose and benefit of this analysis is to uncover factors that may positively or negatively affect the West Vancouver Soccer Club.

Political and Legal

The West Vancouver Soccer Club is a non-profit organization that is regulated by the BC Provincial Government's Society Act, the West Vancouver Municipality District bylaws and several levels of governing bodies of soccer. Incorporated under the BC Provincial Government's Society Act, The West Vancouver Soccer Club must abide by the regulations set for the incorporation of the club as well as their financial records and the board of directors. In addition to the Society Act, the bylaws set by the West Vancouver municipality include rules and restrictions for the use of parks and fields, the placement of signage, and community noise control.

The West Vancouver Soccer Club is part of the North Shore Youth Soccer Association which is directly affiliated with the BC Soccer and Canadian Soccer Associations. In addition, the club is guided by the Law of the Game determined by the International Football Association Board (IFAB) of the Federation Internationale de Football Association (FIFA) for efficient and fair play. These rules and regulations cover matters ranging from the field of play to the affiliation of clubs.

The BC Soccer Association is the designated provincial sport organization for the sport of soccer in BC and a full member of the Canadian Soccer Association. The organization is entrusted by the statutes of FIFA, the CSA's constitution and the BC Soccer's constitution with the mandate of fostering, developing and promoting the game of soccer in British Columbia.

The Canadian Soccer Association, in partnership with its members, is dedicated to promoting the growth and development of soccer for all Canadians at all levels. In this pursuit, The Canadian Soccer Association, in partnership with its members, is committed to providing leadership and good governance for the sport.

Being regulated by these governing bodies and having all the rules and regulations set reduces any legal ambiguity for the West Vancouver Soccer Club. However, this amount of regulation has also put a number of restrictions on the organization. For example, according to the West Vancouver municipality's "Good neighbour" bylaw, property owners have an obligation to be a "good neighbour" as the name of the bylaw states. This bylaw includes lighting restrictions especially for outdoor lighting of parks and fields and states that the creation of any kind of nuisance to any surrounding neighbours is prohibited.

Economic

In today's economy, non-profit organizations have been experiencing difficulties with budgets cuts and overall support. The number of charitable donations, sponsorships, and grants has also declined in the last few years especially with the recent recession. While many industries are slowly recovering from the recent recession, the non-profit industry is still experiencing the financial struggle.

The unemployment that resulted from the recession had caused many Canadian households to lose their main source of income. The effect of this was less disposable income to spend on goods and services in industries such as the recreation and sporting sectors. According to the latest labour force survey release conducted by Stats Canada, Canada's unemployment rate had risen 0.2% in January to an overall 7.8% in February. British Columbia, however, has an unemployment rate above the overall rate at 8.2%.

In addition to the recession, the Vancouver 2010 Winter Olympics also contributed to the economic impact on the non-profit and the sporting industries in British Columbia. Although the games had brought many opportunities to the province for growth and expansion, it had also brought just as many disadvantages such as financial debt and cut backs. Most of which will take years for the benefits and costs to be fully known.

A problem that the Province is facing is the cost of the Olympics to taxpayers because any unpaid debt becomes the responsibility of the government or more specifically the taxpayers of BC. As a result of the over \$1.7 billion cost of the games, although the Olympics brought new and improved sporting facilities and infrastructure, budget cuts were made in many sectors including fine arts and sports. Subsidies and grants to support public and youth programs have also been cut back in the last year. An example would be the \$36 million that has been cut from available gaming grants as well as the \$500,000 from the physical fitness and amateur sport fund in the last few years. However, very recently BC Premier Christie Clark has stated that the government will be restoring \$15 million back into the provincial gaming grant to equal a total of \$135 million.

This impacts the West Vancouver Soccer Club greatly because the amount of financial support available from the government in the recent years has been significantly reduced. Even though the current government has stated that money will be restored to the gaming grants, the amount of available funding

is still not the same as it was a few years ago. In addition, despite the fact that West Vancouver residents are generally in a higher wealth bracket than those of metro Vancouver, their disposable incomes have also declined with the economic conditions. Although the sport of soccer is inexpensive compared to other sports such as ice hockey, financial aid is still needed because of the non-profit nature of the West Vancouver Soccer Club. In order for the organization to be able to expand, additional revenue sources and financial support are needed.

Socio-Culture

There are four areas of interest that will potentially affect amateur sports: the trend of women returning to the workforce, workforce diversity in Canada, environmental concerns, and the potential shift in preference regarding sport.

Women Returning to the Workforce

There is a growing trend of women returning to the workforce with a more noticeable increase after the recession. In addition, many women are overlooked when it comes to management or executive positions in an organization mainly because it is believed they are more likely to leave their positions when starting their families. This narrow belief can lead to significant losses in intellectual resources for an organization. (Deresky)

When a woman returns to the workforce, it often creates a dual household income that can significantly increase the disposable income for the family. A larger disposable income can be spent on children's sporting activities or generate an interest in the parents to participate themselves. However, a dual income family may signify less time for volunteering for the children's sport activities as the family members will be spending their leisure time doing other errands or activities.

Organization Diversity

Canada is widely known as a multi-cultural country. Being in charge of a diverse organization can become difficult. Employees or volunteers often celebrate different national/religious holiday's that may or may not be recognized as an official holiday in Canada. A few examples include the Chinese New Year, Dilwali, and National Aboriginal Day. An attempt by organization leaders should be made to show an understanding of their employees' or volunteers' rich heritage/traditions. However, the larger the organization, the more likely there is a larger mix of different cultures brought together. This makes it more difficult to be understanding. (Deresky)

Having a diverse mix of employees or volunteers also brings up the concern of conflicting employee/volunteer expectations from each culture. For example, in the Middle East, prayer is intertwined

with work, politics and social life. Western countries are more about business rather than personal affairs. Middle Eastern and Asian countries prefer to build trust through relationships before discussing business. (Deresky)

Having a diverse population presents a potential increase in the registration for soccer as many cultures prefer to play soccer over any other sport. Also, the higher diverse population presents a potential impact on the volunteer's availability to an organization. The volunteers' may be unavailable at certain times of the year to celebrate their holidays.

Concerns about the Environment

Many organizations are looking for ways to reduce their impact on the environment with as little disturbance as possible. It's difficult to distinguish which organizations are genuinely concerned about their impact and which are doing it to cut costs. Many organizations establish an area in their business plan that is completely devoted to [Corporate] Social Responsibility (CSR) and use this as a promotion practice in their marketing campaigns. This practice can be very effective at convincing customers to choose your services as they try to find "Green" activities to reduce their carbon footprint in their daily lives.

An organization's CSR promotion plan can include:

- how the organization is reducing their impact on the environment
- partnerships with environmental groups
 - fundraising with a percentage of proceeds to benefit the environmental group

These are a few ways an organization can promote their CSR to the general public to improve their brand.

Shift in Preference Regarding Sport Activities

There may be a shift in customer preferences for soccer activities as the general population become more health conscience. According to the ParticipACTION 2010 Annual Report, the overweight and obesity rates of children aged 12-17 have doubled while the overall obesity rate for the general population has tripled since the 1970's. Only 12% of Canada's youth are meeting the recommended guidelines of 60 minutes for daily activity. Since 1992, the participation rates for youth 15 years and older have dropped from 45% to 28%. (ParticipACTION page 10)

A survey performed by Angus Reid in 2009 found that 81% of Canadians are concerned about the issue of physical activity and that 92% of those 81% believe that the government should support physical

activity and sport participation (ParticipACTION, page 12). In 2007, the federal government introduced a Children's Fitness Tax Credit. Even though it's been four years since its introduction, many parents may still be unaware of this non-refundable tax credit available to them. For instance, each year, this credit allows the parent or guardian to claim up to \$500 for eligible fitness expenses paid for each child under 16 years. If the child qualifies for the disability tax credit, each year, the parent or guardian can claim the \$500 tax credit until the child is 18 years old. (Canada Revenue Agency)

In 2010, ParticipACTION launched an initiative in partnership with CBC Sports and True Sport known as 'Sports Day in Canada' with events held between September 11 and the 18th. With a 'Jersey Day' the day before Sports Day where Canadian's wore their jersey's to school or work. This national celebration involved more than 1,000 organizations and 1 million Canadians hosting or joining celebration events. These events ranged from festivals, open houses, try-it days, pep rallies and marathons as part of Sports Day in Canada. (CBC Sports)

At the 2010 'Sports Day in Canada', West Vancouver Community Centre had an event on Saturday September 18, 2010 from 2:30 – 5:30 that featured badminton and handball (CBC Sports). If this annual event becomes more popular, it may attract more people to participate and become inspired to become more interested in soccer. This can have a positive impact on the number of registrations.

Technological

The sport activity industry is mainly only affected by advancement in communication technologies.

Communication

There are many forms of technical communication available for organizations to use to keep connected with their employees, volunteers and customers.

Skype: Many organizations are beginning to use the Internet to reduce the costs in communication with Voice over Internet Protocol (VoIP) technology. This can be achieved with the use of software applications like Skype, a service that allows users to communicate through audio or video calling with other Skype members. Skype is not limited to computer-to-computer calling; members have the option to call land line or mobile telephone numbers for a nominal fee. (Skype)

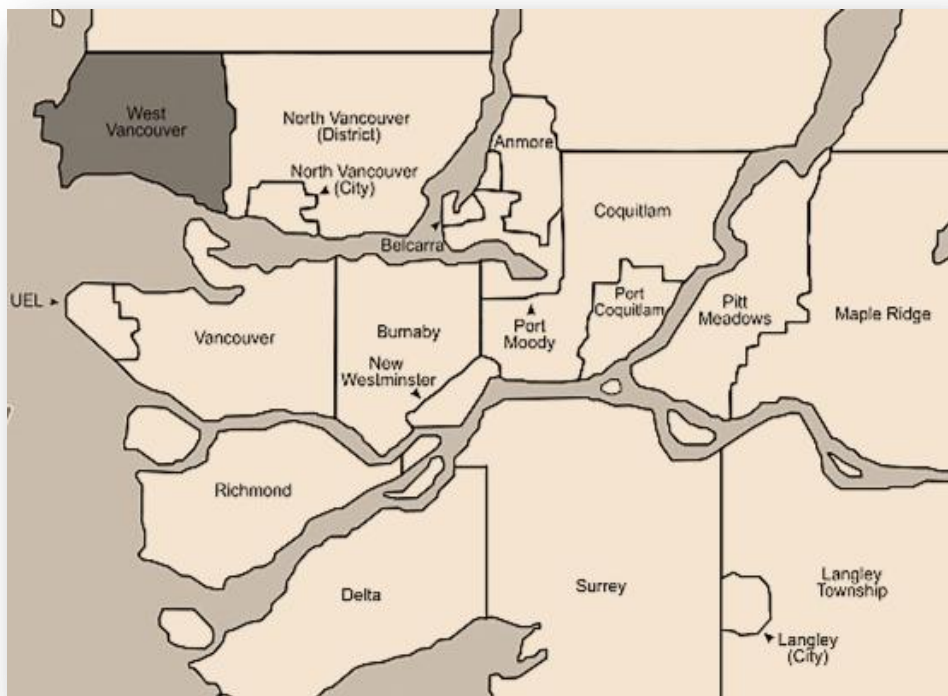
Currently Skype is offering a 7 day trial for group video calling for Skype members. For example, for those unable to attend a board meeting, they can participate through the use of a web cam, their personal computer and an internet connection. The group video calling is designed for 3-10 members however the quality works best with 5 users interacting at one time. (Skype)

Social Media: Many organizations are moving towards the use of social media to keep in contact with their employees', volunteers' and customers. The most popular being Facebook, Twitter and YouTube could all be used to quickly send information, while also promoting the current activities of the organization in a cost efficient manner.

Demographics

The West Vancouver district is a waterfront community that neighbours the City of North Vancouver and the North Vancouver district. Together these municipalities form the North Shore which has an overall area of 259.82 square kilometres. West Vancouver comprises 33.6% or 87.4 square kilometres of the North Shore area. This factor can be seen as a contributor to the declining number of registrations for the West Vancouver Soccer Club.

Figure 1 - Map of Lower Mainland

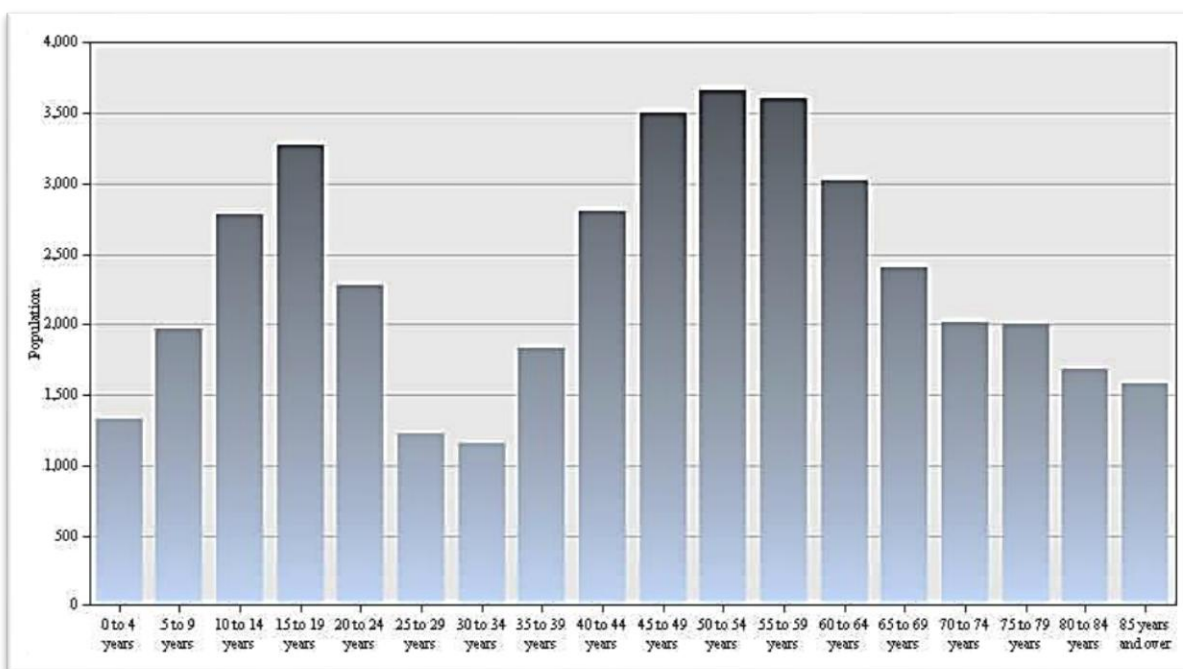


The 2010 estimated population of the Greater Vancouver Regional District is approximately 2,374,628. The North Shore accounts for approximately 183,153 or 7.7% of the metro Vancouver population while West Vancouver accounts for approximately 44,058 or 24% of the North Shore.

Throughout the years, the demographic profile of West Vancouver has shifted from young families with children to older residents and seniors. The decline in family and household size is related to the aging population as well as the declined birth rate but has been offset by the immigration trend in recent years. In addition, 23% of the population is over 65 years old and the overall female gender population is about 15% higher than males. The 2006 Stats Canada census reported that the West Vancouver age groups are widely distributed with the majority of residents being baby boomers or golden boomers who are retired or about to retire from an occupation or profession.

Age is a significant factor that contributes to disability. In 2001, 15% of West Vancouver residents were reported to have conditions that contributed to difficulty with daily activities. It is projected that the aging population in West Vancouver will result in a proportional increase in residents with disabilities.

Figure 2 – Stats Canada 2006 Census Age Distribution West Vancouver



The British Columbia Ministry of Education reported 23,360 student enrolments in the North Shore for the 2010/2011 school year. The figure included a total of 7028 student enrolments in West Vancouver with 3553 elementary students and 3475 secondary students. The distribution of students and schools is shown below in figures 3 and 4.

Figure 3 - North Shore Student Population

North Shore Student Body

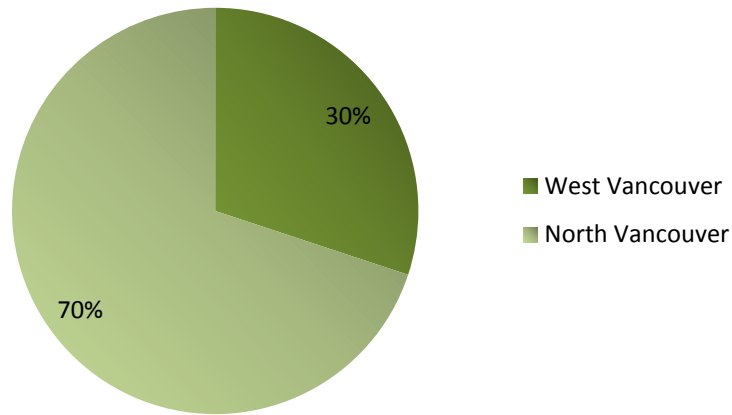
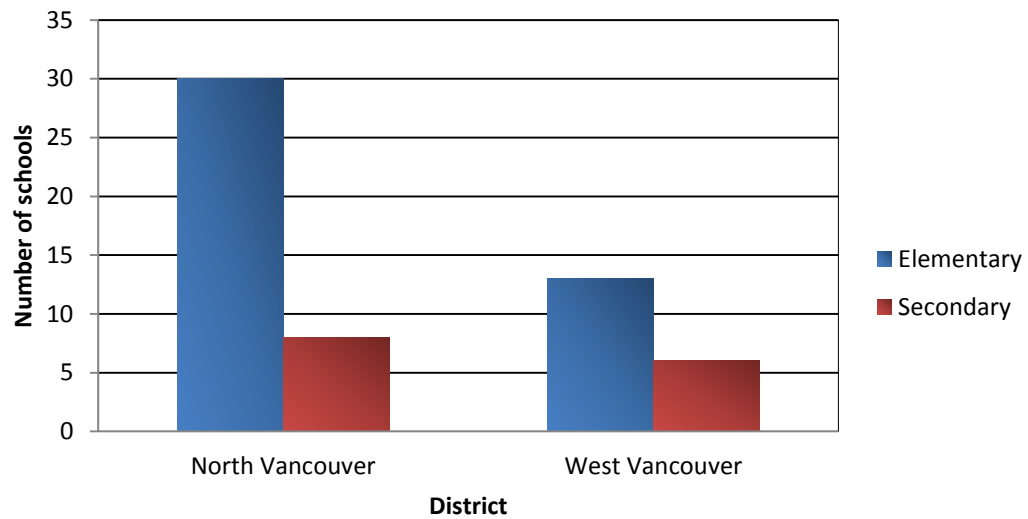


Figure 4 - North Shore School Distribution

North Shore Schools



There are approximately 12,065 families residing in West Vancouver with an average of 3 people per family. The Stats Canada census in 2006 reported 10,640 couple families with a median after tax income of \$90,688 compared to 1430 single parent families with a median after tax income of \$43,421. In addition, there are 4725 single person households with a median after tax income of \$30,425.

In the last decade, the West Vancouver population has become more culturally diverse partially due to immigration trend. Thirty seven percent or 15,455 of the total population in 2006 were immigrants to Canada. Twenty three percent or 9,510 of the total population were of visible minorities including Chinese (35%), West Asian (25%) and Korean (11%). The remaining 29% of the visible minority population includes South Asian, Japanese, Filipino, Latin American, African American and Southeast Asian. Due to the demographic characteristics of West Vancouver, new changes can be expected to be met with strong resistance from the older community. It may be difficult to add new infrastructure or expansions to West Vancouver unless proven to benefit the community as a whole.

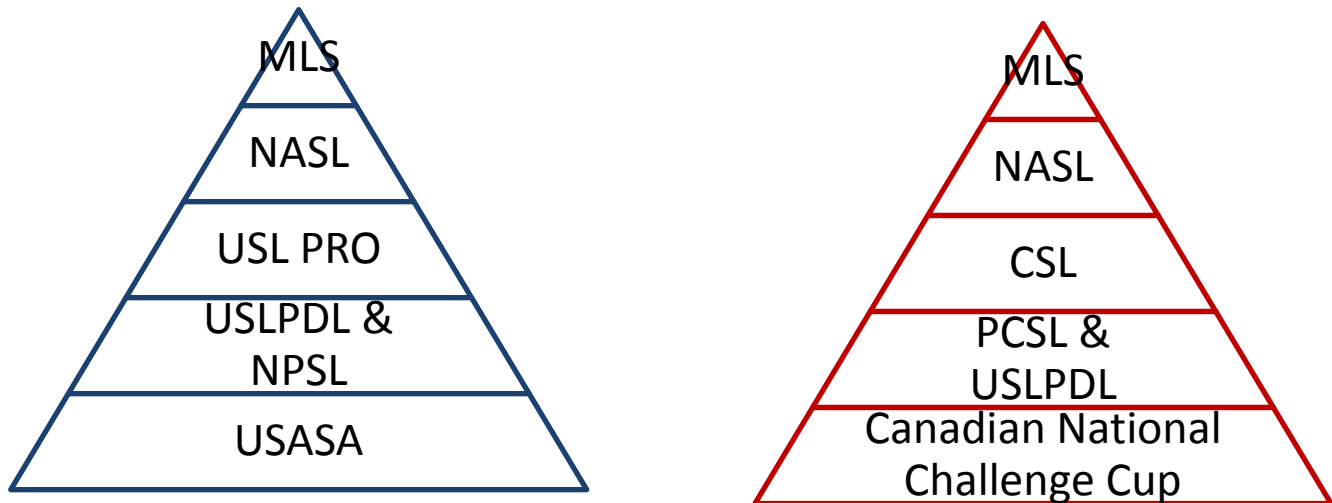
Global

The sport of soccer has come a long way since 1904 when the International Federation of Association Football (FIFA) was founded in Paris. With the motto "For the Game For the World", the international governing body has really brought the sport of soccer to new heights. Starting out with eight national association founding members, the organization today now has 208 national association members. Not only has FIFA significantly impacted the global economy, they have also promoted the sport of soccer world wide with the FIFA World Cup that is held every four years. This international event is considered the world's most widely viewed sporting event.

With the exception of Australia, the FIFA World Cup has been hosted in South America, Europe, North America, Asia, and Africa. South Africa made a first African nation debut in hosting the most recent World Cup in 2010. In addition to the over 3 million people who attended the games, FIFA estimated over 26 billion worldwide viewers. Brazil is next in line to host the 2014 World Cup.

With the soccer trend emerging, the North America Soccer League was created in 1968 but due to the inability to sell the foreign sport to Americans, the NASL dispersed in 1984. It wasn't until FIFA awarded the 1994 World Cup to the United States when the Major League Soccer was established in 1993 as part of the bid for the World Cup. Since then, a large number of leagues and divisions have been developed for the sport of soccer in North America. In fact, a new North American Soccer League will debut in April of 2011 to take on the second tier of soccer behind the Major League Soccer. Illustrated below is the current soccer pyramids for the leagues in both USA and Canada.

Figure 5 - USA and Canada Soccer League Pyramids



Regardless of gender or background, the language of soccer can be understood worldwide and the development of the woman's soccer league has contributed to how the sport has evolved over the years. Beginning with the first FIFA Woman's World Cup held in China in 1991, women have been gaining more acceptance and recognition in the sport. FIFA's mission is to promote the development of women's soccer. The international organization's goals include:

- increasing the proportion of women and girls playing soccer in schools and at amateur and professional levels
- organizing women's symposia, conferences, and coaching and training courses for players, coaches, referees, doctors, and officials
- analyzing and monitoring the technical development in women's soccer.

By increasing public awareness with campaigns, the organization is helping overcome social and cultural obstacles for women. A major milestone for women and soccer comes June 2011 to Germany when the next FIFA Woman's World Cup is hosted. This game holds inspiration for girls and women all over the world and will be broadcasted with unprecedented media coverage in over 200 countries. In addition, the perception of the opportunities for female soccer players in Arab speaking countries has changed in the recent years with the creation of the ARABIA 2010 soccer tournament.

In today's society, the need for exercise and physical activity is an emerging trend worldwide and it is especially important to start instilling an active lifestyle at a young age. Soccer is a low cost sport that not only promotes a healthy lifestyle but also helps to develop life skills on and off the field such as team

work. There are many businesses, domestic and international, that support and promote the sport of soccer. The Whitecaps Foundation for example provides funding and support to four major priorities including youth, women, residencies and facilities related to soccer in Canada. Soccer Without Borders, a small nonprofit organization, contributes to the sport of soccer by bringing global soccer programs to third world countries like Uganda to help under privileged kids access soccer. Unicef and Worldvision are charities that also support the sport by providing funding and donations to disadvantaged communities all over the world. For a \$16 donation, children in third world countries can purchase new soccer balls to replace makeshift soccer balls made out of banana leaves or rounded wads of trash. All of these organizations help kids through soccer and positively impact struggling local communities. They provide educational and recreational opportunities through soccer to help with children's academics, healthy lifestyles and to keep them out of trouble.

On a global perspective, the West Vancouver Soccer Club may play a small role but has the opportunity for great positive impact. By being globally aware of local communities and current events all over the world, the organization can benefit both the club and society as a whole.

SWOT Analysis – Internal

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is used to assess an organization's strategic position in its current environment. Any key issues identified are used to formulate strategic objectives. Strengths and weaknesses are factors that are internal to the organization. For example, strength could be a competitive advantage gained from low labour cost. A weakness could be a heavy debt load. Opportunities and threats are factors that are external to the organization. For example, an opportunity could be an advantageous business partnership. A threat could be the appearance of a strong competitor in an organization's market.

Strengths

- Experience of senior coaches allows for quality leadership and training
- Good retention of fulltime labour
- High level of commitment
 - F/T employees
 - P/T employees
 - Volunteers
- Marketing tactic to provide schools with live soccer exhibitions to promote the club and gain awareness/interest
- Everyone welcome philosophy

- Program support i.e. various division/level of play offered , Bronze through Gold
- Reasonably inexpensive sport to be involved in
 - No extensive gear required
- Registration reasonably priced
- Community recognition and presence
- Various professional Volunteers i.e. lawyers/CAs/GMs
 - Leverage position status for sponsors etc ... (Possibility)
- Synergies with other organizations i.e. Field hockey, rugby, football , ultimate, baseball
- International appeal to the sport
 - Gaining popularity
 - Vancouver receiving professional team
 - Vancouver receiving new stadium for professional team

Weaknesses

- Insufficient amount of senior coaches to support volunteers and customers
- Lack of a Marketing plan
 - No clear understanding of who the customer is
 - No long term and short term strategy
 - Not sufficient effort/resources
- No established goals i.e. How do they measure success
 - No short term measurement matrix
 - No long term measurement matrix
- Lack of formalized procedure
- Lack of a sense of a club
 - Lack of facility i.e. clubhouse
- Lack of organizational structure (Consensus focused , no chain of command)
- Lack of development of youth coaches
- Lack of funding
 - Registration Revenue
 - Sponsorship
 - Subsidies and grants
- Lack of Alumni support
 - Difficult to retain talent and use as ongoing support/resource/leadership
- Lack of HR process
 - Measuring work performance/regular reviews
 - Employee motivation
 - Unity

- Website overwhelming and is not user friendly
- Lack of sufficient field space
 - Artificial Turf
- Conflicting synergies with other field user groups i.e. Field hockey, rugby, football, ultimate, baseball

Opportunities

West Vancouver soccer club must find ways to generate more revenues to promote the club's image.

Opportunities include:

- Create a sponsorship package and approach different companies seeking financial support
- Launch updated brochures and pamphlets that target groups that are likely to support or contribute to the club and its programs, and effectively market programs to increase club membership
- One or two day tournaments with reasonable registration fees could be organized, such as a Thanksgiving Tournament, supported by timely press releases that would gain publicity for the club in the print and electronic media tournament
- A full time marketing and communications position could make a valuable contribution to the club's exposure and growth
- Incorporating a meeting room into the planned new building would contribute to the club's image as an important organization, and would also provide a venue that could be used for various functions including fundraising events
- Take an active role in the Community Day Parade to publicize the club and use the occasion to distribute flyers and brochures
- Offer performance incentives to the most deserving assistant coach
- Leverage business connections of the Executive Board to gain new sponsors for events such as fundraisers and tournaments
- Distribute complimentary products such as water bottles, key chains to create club awareness
- Seek government subsidies or grants to assist in club expenses
- Become involved with Corporate Social Responsibility to use in marketing campaign
- Launch marketing campaign for increasing youth participation in sport activities

Threats

- Any changes to BC Soccer Association's funding policies could negatively affect West Vancouver Soccer Club

- Increasing competition from other sports organizations for limited funding could negatively affect West Vancouver Soccer Club
- Conflicts with field hockey programs over allocation of field time at municipal sports grounds
- Periodic difficulties with neighbouring residential areas over noise and lighting could interfere with the club's capacity to schedule its planned games and future expansion
- Competition from other soccer schools
- Damage to the field surface from use of other sports such as rugby and football
- The use of grass fields are limited by bad weather

In summary the key information captured under the SWOT analysis is the club has managed to attract and retain qualified employees and volunteers; the sport offers good value for money spent and is gaining appeal in Canada. In order to maintain and leverage these benefits it will be important to establish an organizational infrastructure that supports employees/volunteers and a respected decision making process. A major area of weakness is the lack of a clear marketing strategy and plan. A variety of opportunities have been identified to help organizational growth including some of the following: seeking sponsorship and government subsidies or grants, establishing clear goals and objectives and creating a marketing plan. Implementation of these opportunities will help mitigate the threats that have been identified such as loss of customers to competition and other sports. The SWOT analysis provides detailed points of reference that should be used to help the West Vancouver Soccer Club establish goals. The information identified in this analysis is used throughout the following report to capture current conditions and help form the strategy and recommendation for the West Vancouver Soccer Club.

OPERATIONS

Operations

Processes

The West Vancouver Soccer Club processes can be divided into three major groups. They can be separated into internal, member / player and game processes.

Internal Processes

Internal processes are used on a business administration level. These processes include communication, board meetings, website updates, and event planning. Currently, the West Vancouver Soccer Club employees and volunteers use club email and telephone methods to communicate with one another. The club holds board meetings on a monthly basis, usually on the second Monday of each month, to update board members and address any current issues. Questions and concerns are addressed at the board meeting and ideas for new club development are also openly discussed. The West Vancouver Soccer Club website holds resources such as club contact information, practice and game schedules, as well as the Club Handbook. However, currently the website is mainly used for registration purposes. Lastly, the West Vancouver Soccer Club organizes an awards ceremony night each year to present trophies to and recognize league and cup winners as well as the player of the year for each team.

Problems

1. Communication
 - There is no one designated to be in charge of club communication including website and gaming updates
 - The only face to face interaction with club employees and volunteers is at the board meeting held once a month
2. Event organization
 - The only event organized for the club is the annual awards night
 - There is no one designated to organize additional events
3. Board meetings
 - There is an inconsistent attendance at the monthly meetings
 - There needs to be more commitment from all board members (ie. no cell phones and attendance for whole meeting)

Recommendations

1. Communication
 - Designate a communication position so that there will be a go-to person that is up to date with the internal on goings of the club
 - i. Complete website updates, or coordinate the updates
 - ii. Creating and updating an intranet website for the BOD and volunteers to keep updated on current club activities
2. Event organization
 - Add an events coordinator responsibility to the Communications position so that the club can hold more events to boost club cohesiveness and culture
3. Board meetings
 - Conference calling or video calling to boost commitment and attendance at the monthly meetings. Using programs such as Skype is free of cost and all that is needed is an internet connection.
 - Asking for Board Members to turn off their cell phones during meetings to have a more efficient meeting

Member / Player Processes

Member processes involve club membership and registration. Currently, registration is done completely on the West Vancouver Soccer Club's website. At the moment, only credit cards are accepted for regular season registration. However, cheques are accepted for spring and summer soccer camps. For new members, a membership night is held in September. During this time, photos are taken of the new members and ID cards are made for each member. The identification cards, which are kept by team coaches and given to referees at game time, have information that includes the member's name, date of birth, team name, registration number, and year of registration. In addition, a copy of the member's birth certificate is also taken and filed for the club's records.

Problems

1. Registration
 - The process is lengthy and tedious
 - The website is not easily navigable to find the registration section
2. Academy / Camp fee collection
 - Academy or camp programs often have drop in players that pay with cash at the field. This uncontrolled process can cause a problem when reconciling the money collected to the number of players on the field.

3. New members card night
 - Sometimes it takes a long time to process all the new members in one night
 - Membership photos are manually cut and pasted on ID cards

Recommendations

1. Registration
 - Develop a simpler user friendly way to register. For example, using fewer steps and an auto memory feature that saves a profile and saves information that has already been previously filled for each member can increase the ease of registration.
2. Academy / Camp Fee Collection
 - Take a cash float to the field and give wrist bands to the registered children (\$9 for 500 bands) If a camp or Academy program is broken down into groups, the group leader can have a different colour wrist band to help with organization.
3. New membership night
 - Encourage parents to volunteer at this event to speed up the process
 - Purchase a new system that prints out the membership cards automatically instead of manually cutting and pasting photos onto the cards. An affordable and easy to use complete ID printing system suitable for smaller organizations can cost less than \$1500 from the ID Superstore based out of Burnaby, BC.

Game Processes

Game processes include tasks that are needed to prepare for a game, tournament, or practice. The West Vancouver Soccer Club orders all uniforms at one time in an annual order. Equipment is ordered when needed and is mostly stored in the field boxes located on each field.

Problems

1. Ordering equipment and uniforms
 - Orders are purchased on personal credit cards and receipts would have to be kept for reimbursement
 - There is no other designated storage area other than the small field boxes

Recommendations

1. Ordering equipment and uniforms

- Apply for a club credit card or have a petty cash fund. This lowers risk of expenses by eliminating the amount receipts and paperwork to be organized. In addition, it reduces the risk associated with fraud if there is a formal purchasing process in place.
- Designate a storage area for excess equipment so there is a centralized location. Some examples include, a public storage locker near the fields for \$80 a month, or possibly to a person with extra space in their garage. The storage area can be moved once the West Vancouver Soccer Club clubhouse is complete.

Policies and Procedures

The West Vancouver Soccer Club has both formal and informal policies and procedures; for the purpose of this report we are defining formal as “written” whether actively followed or not, and informal as “not written” but actively followed. There is one source that identifies formal policies and procedures, this is the West Vancouver Soccer Club “Handbook”, located for download on the website.

The main purpose of the handbook is to identify soccer program related policy and procedures and it appears its main use is as a reference guide for coaches, managers and interested customers. The handbook contains little information addressing organizational policy and procedure.

Organizational policies and procedures that are established for internal operations are dominantly formed on a historical basis and are informal. Some of the key informal policies and procedures include:

- HR Procedures
 - Hiring/terminating new employees/volunteers
- Purchasing
- Submitting and processing expense claims
- Decision making process
- Employees’ work procedures

Problems

- Knowledge Transfer
 - It will take longer for new employees/volunteers to understand informal policies and procedures
 - Risk of historical knowledge (informal policy) being lost when turnover occurs

- When work responsibilities are partially defined through informal policy, it will be difficult for employees/volunteers to cross-train on positions to cover during sickness/vacation time
- Difficult to support a change if policy and process is unavailable for reference

Recommendations

1. Document the above noted informal policies and procedures
 - This should be allocated to each employee or volunteer position
 - Sent to Bill and Collin for review
 - Combined to create a formal policies and procedures manual for the club
2. Publish policies and procedures on an intranet to act as a resource and reference for employees and volunteers
 - Communicate the changes to the Club and enforce the formal procedures and policies

Organizational Communication and Decision Making

The West Vancouver Soccer club currently communicates in three main ways: telephone, e-mail, face to face during board meetings. Situations come up that require more discussion and are presented and decided upon at the next scheduled board meeting. The decision outcomes are made by consensus of the board. As later identified in the "Employee Survey" section only 52% of employees/volunteers feel that current levels of communication are sufficient.

Communication is the largest and most important part of an organization, without communication most organizations would cease to operate; this is why a significant effort should be placed on effective communication within the West Vancouver Soccer Club. Effective communication is established through clear, concise information transfer that is relayed to all parties affected directly and indirectly and is consistently demonstrated through a process. Communication and the decision making process work synonymously, that is the communication process supports the decision making process and the effect is circular.

The West Vancouver Soccer Club should focus on effective communication and decision making thereby reducing confusion, saving time and creating a clear sense of leadership. The following problems and solutions are provided:

Problems

1. In-sufficient communication
 - May cause misinterpretation of decisions and confusion
 - Poor communication can lead to employee dissatisfaction, high turn-over, and poor employee performance
2. Long consensus decision making
 - Requires lengthy communication to reach a conclusion or decision
 - Consensus decision making process doesn't provide a clear perception of leadership

Recommendations

1. Improve communication
 - Adhere to the following communications matrix to ensure appropriate content and distribution of information

Figure 6 - Communications Matrix

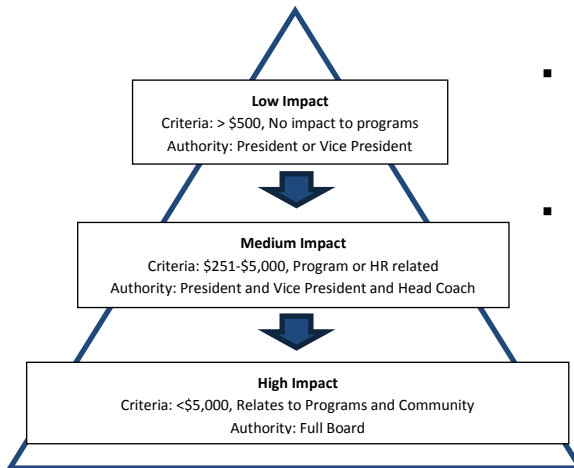
Communication	Information	Recipients	Method	Frequency
Ad-Hoc General Information	Various	All Employees Volunteers	Intranet Message Board	Weekly
Ad-Hoc High Importance	Various	All Employees Volunteers	E-Mail	As Required
Board Meeting Monthly update	Board Minutes	All Employees Volunteers	Post to Intranet	Monthly
Program Updates	Change and supporting detail	Coaches	E-Mail	As Required
Community Updates	Information and supporting detail	All Employees Volunteers	Intranet Message Board	As Required
HR Update	Relevant Information (ie. New Hire)	All Employees Volunteers	Intranet Message Board	As Required

- Ensure that ALL applicable employees and volunteers have adequate information and understand decision rational, this should be conveyed to all parties that are affected directly and indirectly
- Designate a single person to distribute communication
- Types of Communication
 - Create internal bulletin board on intranet for general information
 - Distribute urgent information to affected parties of the club through direct e-mails and a follow up with telephone calls
- Be consistent with communications

2. Improve decision making process

- Implement the following decision making structure:

Figure 7 - Decision Making Matrix



- Enables senior management (President or Vice President) to autonomous decision making for low impact decisions
- Management (President, Vice President, Head Coach) decision autonomy for medium impact decisions
- Full board involvement for high impact decisions

- Ensure all board members understand the benefits of streamlining the decision making process so there is less resistance to this change

HUMAN RESOURCES

Human resources

Organizational Structure

The West Vancouver Soccer Club's organizational structure has a hierarchal foundation however; the club operates functionally as a flat organization. The current structure is identified in Figure 8 – Organizational Chart, the structure is traditional with various layers of management, through personal interviews and the observation of a board meeting it is apparent that the organization operates differently than the identified structure. Employees and volunteers appear to operate independently and most decision making is conducted at the board level through consensus.

Organizations operating with large volumes of volunteer efforts are typically more difficult to enforce structure due to various levels of commitment. Employees and volunteers in leadership rolls may fear that volunteers feel underappreciated or worse may quit if pressure to operate within stringent guidelines are enforced. This makes for a unique situation and requires a skillful transition to more ridged structure.

Problems and Recommendations

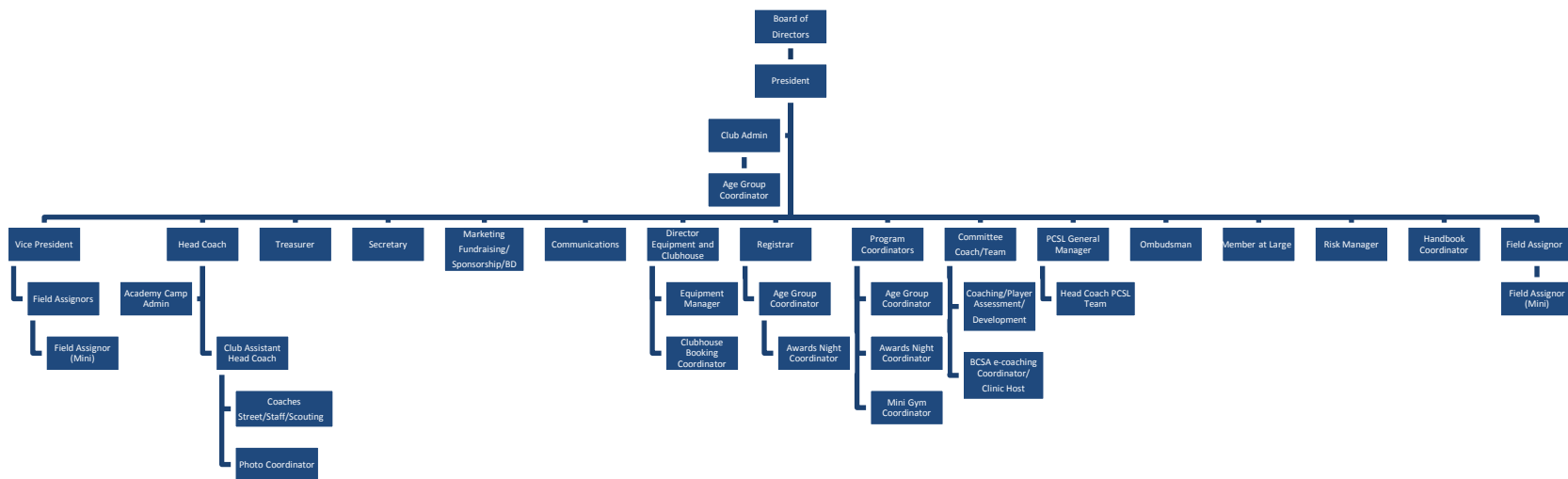
Two key areas that will benefit from operating as a more traditional, hierarchal structure are:

- the decision making process will become more effective and require less time commitment
- the organization will gain a stronger sense of leadership and focus

The problems and recommendations are related to the organizational structure have already been identified in the previous section of the report. Please refer to “Organizational Communication and Decision Making.”

Organization chart

Figure 8 - WVSC Organization Chart



Job descriptions

The West Vancouver Soccer Club has recently created 43 job descriptions that include paid employees and volunteer staff. It is noted that due to certain job requirements and availability, multiple jobs have been allocated to single individuals.

Problems

1. Job descriptions may not accurately reflect the actual job
2. Job descriptions do not reflect the commitment level required

Recommendations

1. Understand that Job descriptions are living documents, updates should be completed by person performing the duties and submitted annually for review by the executive management and if the change is acceptable modified accordingly
2. Update the job descriptions with the estimated level of commitment required based on full time equivalents ($\frac{1}{4}$ FT, $\frac{1}{2}$ FT, $\frac{3}{4}$ FT, FT)

Hiring and Training

Currently, there is no formal procedure for hiring new employees or volunteers. Although criminal checks are required for all coaches, the interview process is very informal. The president, vice president, and/or head coach will simply sit down with the potential new employee to discuss the employment opportunity. Immediate feedback is given to employees and volunteers about work performance and expectations. Currently, the club doesn't have specific hiring criteria for club coaches. We are unaware of any evaluation requirements or ongoing skill development (training programs) for existing coaches.

Problem

1. Recruiting
 - o There is no recruiting strategy. Most volunteers in the club are club members or the parents or guardians of the club members.
 - o No specific criteria established for hiring new coaches
2. Succession planning

- There is no one in line to take the place of the higher positions in the club.
- 3. Work performance
 - There is no measurement or formal review for work performance and expectations. There is also no reward or incentive program in place recognize and motivate employees.
 - Lack of requirement for ongoing skill development
- 4. Training
 - The only training resource is the current employees and a small section of the Club Handbook.

Recommendations

1. Recruiting and hiring
 - Go to high schools or community centres to recruit prospective employees or volunteers. Most high schools require students to obtain a number of volunteer hours as part of their Career and Personal Planning (CAPP) curriculum. However, most students find out about volunteer opportunities through their school's counselling department or school bulletin. Community centres are a great place to find additional help with the club because of the high traffic of volunteers that often go to them.
 - Approach current members (players) about the opportunities to work/volunteer for the club. Undoubtedly, club members have the passion for the sport of soccer or else they would not invest their time and money. In addition, this can help reinforce the club's "cradle to the grave" vision.
 - Prepare an employment or volunteer contract to clarify each position and secure commitment.
 - Make a check list of qualifications and skills that are required for each coaching and club position. This method will make the interviewing and hiring process more efficient if the criteria for each position are written down. In addition, it reduces interviewing time as well as ensures that the new hire meets the clubs expectations and requirements.
 - Ensure that there is more than one person interviewing and signing off on the new hire. This increases hiring accountability and makes sure that the new hire is a good fit for the organization.

2. Succession planning
 - Scout prospective volunteers to take on higher management tasks so that there is someone that is able to take on the position in the future.

3. Work performance

- Establish regular performance reviews so that each employee or volunteer knows what they are doing well and what they could improve on. This provides a face-to-face opportunity for effective corrective action as well as an opportunity to show how much the organization values the employee or volunteer.
- Organize events or activities to boost morale and show appreciation to volunteers and employees. It can be something as simple as holding a BBQ or a volunteer of the month recognition prize. As a result, the organization may have higher retention of their employees or volunteers.
- Incorporate a requirement so paid coaches are required to complete training to further develop their skills.

4. Training

- Create a separate training manual or elaborate on training section in the handbook to further clarify the processes and roles of the organization.

Employee survey

SURVEY ANALYSIS

An employee and volunteer survey was issued on March 7, 2010 and responses retrieved March 11, 2010. The surveys asked 10 questions, incorporating both closed and open ended questions. In order to summarize the results effectively closed answer responses have been categorized into 1 of 2 categories, sufficient or in-sufficient. Closed ended responses typically had four choices, two that resulted in just meeting or falling below the average level of acceptability and two that exceed the average level of acceptability. We have taken the position that any responses that do not exceed the average expectation require attention. Copies of the detailed survey results are located at Appendix E.

There were 19 responses to the employee survey from a total of 25 that the questionnaire was sent to. The employee survey focused on three areas: employee happiness, employee retention and internal process. There were 10 questions, 6 of the questions were closed answered, 1 numerical and 3 open ended. A summary of the results are as follows:

1. The Average Period of time an employee/volunteer has worked for the WVSC is 6.8 years
2. 15 out of 19 employees/volunteers plan to return next season and 1 is undecided
3. 52% feel communication is sufficient
4. 68% feel they are sufficiently encouraged to do their job well

5. 84% feel they sufficiently know what is expected of them in their job
6. 78% feel sufficiently satisfied with the amount of recognition they receive
7. 79% feel sufficiently supported by their co-workers
8. 58% feel they have sufficient resources to do their job well
9. 11 out of 19 feel the current decision making process at WVSC is insufficient
10. Top 3 things people feel require attention are:
 - a. Communication
 - b. Coaching
 - c. Cost

Outcomes and Problems

The average period of employment/volunteering and number returning indicate that employees and volunteers are reasonably satisfied with the positions they occupy. Questions 4-8 represent employee satisfaction, sufficient responses to these questions range between 68% and 84% this indicates that the majority of employees and volunteers are satisfied; job satisfaction is a key contributor to employee retention. Questions 3,9,10 indicate that communication within the club is insufficient. Insufficient communication can be a systemic problem and if not corrected can lead to confusion, lack of trust, increased turn-over and ultimately affect the customer's perception of the WVSC.

Recommendations

Employee happiness and retention:

- Clarify expectations of coaching staff, treat each as individuals, support weaknesses, and commend strengths.
- Conduct annual performance reviews and provide ongoing informal feedback.

Internal process

- Increase communication at all levels of the organization from board through coaching.
- Use a communications matrix to ensure distribution of information is issued to all employees/volunteers that are affected. See suggested matrix under communications section
- Conduct annual survey and track progress. The survey website used for the two surveys conducted for this report was www.surveymonkey.com

MARKETING

Marketing

Customer Survey

SURVEY ANALYSIS

A survey of customers was conducted to gain feedback on customers' perceptions of the organization's quality of service and communication. The survey was issued on March 7, 2010 and responses retrieved March 11, 2010. The surveys asked nine questions, incorporating both closed and open ended questions. In order to summarize the results effectively closed answer responses have been categorized into one of two categories, sufficient or in-sufficient. Closed ended responses typically had four choices, two that resulted in just meeting or falling below the average level of acceptability and two that exceed the average level of acceptability. We have taken the position that any response that does not exceed the average level of acceptability requires attention. Copies of the detailed survey results are located at Appendix F.

There were 272 responses to the customer survey from a total of 1,800 that the questionnaire was sent to. The customer survey focused on: perceived customer quality and retention, registration, and communication. There were nine questions, six of the questions were closed answered, two numerical and one open ended. A summary of the results are as follows:

1. 71% feel the quality of coaching is sufficient
2. Customers have an average of 5.4 years devotion with the following distribution:

1-3 Yr	4-6 Yr	7-9 Yr	10+ Yr
105	82	42	47

3. The following represents customer retention for next season:

Yes	No	Undecided
228	33	15

4. 76% feel they would recommend the WVSC to potential player/parent
5. 53% feel that registration price is fair and 37% feel it is high
6. 79% feel the registration process is sufficient
7. The following represents customer satisfaction with regard to field schedule:

Yes	No	Undecided
212	53	9

8. 60% find communication with WVSC sufficient
9. 54% find the WVSC website sufficient

Outcomes and Problems

The results show that 71% of customers believe the club's coaching quality is adequate. An average commitment period of 5.4 years and retention of 83% members indicates that the majority of customers are satisfied. According to 79% of customers, the registration process is satisfactory, 60% believe the website is satisfactory, and 53% think the registration fee is reasonable. The second set of data implies that the registration process is good; however, the website application form should be improved and the registration fee does not match most customers' idea of good value. The survey also indicates that communication between the organization and customers should be improved.

Recommendations

Perceived quality

- Comments in the survey indicate dissatisfaction with particular coaching styles and communication, we recommend a thorough review of the survey data be conducted to determine if position fit or behaviour modification is required for specific coaches
- There is room for improvement for all coaches. The club can offer support to volunteer coaches by developing a training system

Customer retention

- Retention is sufficient, increased retention can be achieved through improvements in marketing and annual surveys to receive constant feedback from customers

Communication

- Incorporate easy to use customer message board or forum on club website to be monitored by the club
- Set up social media accounts such as Facebook or Twitter to offer players and customers immediate updates on club activities

Competitor Analysis

It is vital for any business to know its competitors in the market. By knowing the competitors and their core values, the organization can develop its strategy and revenue model. The competitors for the WVSC are the other camps and academies in the Lower Mainland. Two markets pursued by WVSC have been identified: leagues and academy/camps. There are no direct competitors for the leagues because normally, where you live is where you play. We assume that residents of West Vancouver will play soccer for the WVSC, thereby reducing the competition for league play. The competitors include the North Shore Girls Soccer Club, North Van FC, and the Roman Tulis. The club's main focus is to expand their academic and camp programs; it does not compete to attract local league players because its focus is on academic programs and camps.

North Shore Girls Soccer Club

The North Shore Girls Soccer Club is a community club with several thousand registered players. The club offers a wide variety of programs for players' skill development and coaching support for females only. The club differentiates itself among its competitors by focusing on this niche gender market. Women and girls have their own specific needs and motives; so serving this group gives the organization a strong competitive advantage. The club's mission is:

To provide all players the opportunity to play soccer in a supportive and rewarding environment that emphasizes fun, fair play and skill development at a level that fits their interest and ability, and to create a challenging environment for players who aspire to reach their full potential.

The club's website is excellent. It is visually pleasing with areas of interest clearly laid out, easy to navigate and easy to find required information. It also updates the latest club news, such as games schedule, lighting information, job postings, feedback on policies, and soccer articles which are published in local papers. As well as this information in the news section, the club updates members and visitors on the latest progress in the ongoing construction of an indoor soccer facility intended for training.

It is a well-run, well promoted organization with a niche focus. West Vancouver might capture more of this market if it produced and included more female coaches.

North Van FC

The North Van FC is administered by a board of directors who are volunteers and who represent the club in its affairs as a non-profit organization. The club's policy is to foster continuous improvement in the community through team sport, focusing on boys and youth from five to 18. A variety of programs is available for different age groups, and tournaments and camps are also offered for its players.

Performance programs are also available for team or individual training with professional coaches. Coaching clinics to develop volunteer coaches in the North Shore area are offered free. The club has strong community partners such as BC Soccer Association, BC Soccer Central, North Shore Youth Soccer Association, North Vancouver Community Sports and Recreation Council, Vancouver Sports. Community sponsors include Macey's Sports, which provides the club uniform distribution and end-season collection, and Taylor's Crossing Restaurant and Brewery, which offers a 10 % donation to the club on food and non-alcoholic beverages. There are codes of conduct and ethics for both players and coaches. The club's website is very well-organized, well-structured and appealing to the eye. All the information that you need is easy to find. You can read about current events and see the calendar.

This organization has a similar mission, a similar structure, and similar activities and programs as the WVSC. It is well organized, with good sponsorships, good relationships with suppliers and the community. Apart from the BC Soccer Association coaching criteria, the club has its own coaching standards for developing young and talented coaches, and provides free lessons for trainee coaches.

Roman Tulis

Roman Tulis is a private, profit-driven soccer school which emphasizes the quality of the coaching that it provides. The school promotes advanced level, European-style coaching. This is its main marketing and advertising tool. Its specialty is one-on-one coaching of above average players. Its client base is boys and girls for 6-13 years old, with summer camps available.

This organization has a completely different mission from West Vancouver Soccer Club. First it exists to make profit, and second, its focus is on the individual rather than on the community and the teams. It may attract players who are looking for advanced skill development.

Pricing Strategy

The following table shows comparative prices of WVSC major competitors in summer camps.

Figure 9 - Competitor Pricing

	North Van FC	North Shore Girls Soccer Club	Roman Tulis
Summer Camp	\$130	\$120	\$160

West Vancouver Soccer Club summer camps:

- Fun and Sun is for kids under eight at \$135 per week
- High Performance is for eight and over and at \$135 per week.

The pricing strategy for WVSC is status quo, which is to say set to match the competition. The price is pitched within the local range and therefore not intended to achieve market penetration prices (low entry) or price skimming (high initial price).

Marketing strategy

The current marketing strategy is to send out letters to elementary school principals and offer free lunchtime clinics, for which the schools set the times and dates for two-four visits by the club's assistant coaches. The club pays the assistant coaches to demonstrate the club's programs to motivate and encourage kids to come to the West Van Soccer Club. The club relies on its website to inform people about the programs; new events and information are posted or updated on the website. Previously, the club took part in the annual Community Day, organizing a parade group in the club's uniforms who gave out summer camp schedules.

Problems

1. There is no plan showing marketing goals and objectives
2. There are no corporate or community sponsors
3. The web site is not easy to navigate
4. Public awareness of the club and its activities is low
5. Lack of revenue is preventing the club from expanding its membership, programs, facilities and other activities

Recommendations

1. Design a marketing plan that specifies and establishes marketing objectives, strategies and tactics. For example, a target number for desired membership size should be set, and the steps to achieving membership growth (media exposure, liaising with schools and community organizations, to establish personal contacts, etc.) should be identified and taken.
2. Monitor and evaluate progress towards the marketing plan objectives. The effectiveness of strategies put in place to reach goals must be assessed, and tactics switched or modified if necessary.
3. Design a fully integrated marketing plan that includes direct mail, advertising, public relations and personal selling and that maximizes the impact on consumers; assign a budget for it.

4. Send out flyers to elementary and junior schools that are designed to arouse the interest of potential members, and encourage publication of club information in school magazines. This will help to increase membership in the short and longer terms.
5. Ideas to Increase Revenue:
 - Advertise at business-to-business companies such as Sport Check, Sport Mart and so on, and also place ads and send press releases to sport and trade magazines
 - Advertise at soccer product retail outlets such as Nike and Adidas and other sporting goods stores
 - Design different sponsorship packages to solicit both small local companies and also large corporations that are known to have sponsorship programs
 - Design sponsorship reward programs. For example, awards for sponsor contributions could be given in recognition of level of commitment, such as gold, silver and bronze
 - Promote summer camps aggressively by placing ads in the North Shore News to appeal to the target young players and help to raise membership
 - Concessions at youth sports events operated by volunteer parents can be highly lucrative
 - Establish the legal requirements and also the logistics that will be involved and ask for volunteers
 - Establish a committee of parents who are willing to get involved and to help in any way they can in all aspects of the club's activities, from large to small ways. For example, parents can take flyers and other promotional material to their places of work to advertise the club and its activities on bulletin boards
 - Sponsors such as Starbucks can be approached to supply products for sale at the club's concession stands. Organizations such as Sunday Farmers Markets can be approached with a view to mutual promotion at events
 - Selling 50/50 draws tickets among the parents. Approach potential sponsors to provide items that will be raffled, e.g., a BBQ donated by Canadian Tire
 - Create a sponsor application form that will be visually pleasing and quick and easy to complete
 - Develop the club house more fully by adding a meeting room for use by the club and also to generate revenue as a venue that can be rented out for a variety of business and social events
 - Set up a retail store in the club that will generate revenue from sales of soccer boots, shin pads, socks, shorts and shirts and balls, and also associated athletic wear such as sweat pants, t-shirts, etc

Products and services

The products marketed by the club are currently limited to items of clothing supplied by a company called Soccer Express, which is affiliated with Adidas. The services cover a wide range of programs and activities for all age groups.

Products

No products are given to members. T-shirts are provided for camp participants, but the cost is included in the registration fee.

Recommendations

- The product line should be expanded widely to include such standard club items as key chains, bottles and cups for hot and cold drinks and bags. This will provide revenue from profits and will also help to promote the club's brand image
- A line of giveaway items should be established for goodwill and promotional purposes

Services

The club offers the following programs to its members:

- **Street Soccer Program** – This program is designed for kids divided into under fives, sixes and under sevens. They practice once a week on Saturdays.
- **U8–U9–U10** – This program is also called minis, and is held once a week. It can be associated with the Plus Program, meaning they can extra for professional coaching.
- **U11–U12** –This is also called the Super 8 program, in which players have two practices and one game per week.
- **U13–U18** – This program is designed for divisional players. The club assesses players based on their skill level and categorizes them into bronze, silver and gold. Gold and silver players can pay extra the club for professional coaching.
- **Men's Premier** –This program is designed for players over 21 and up to 35 years.
- **Master's Division** - This program is designed for players over 35 years.

Recommendations

No recommendations because the range of programs is already comprehensive and there is no perceived need in the community that would justify the creation of new offerings.

Communications

Apart from its website the club has no communications channel to the public or the media, and no one in the organization has been assigned responsibility for it. This is a serious issue for the club since growth is related directly to publicity, promotion and a strong public profile. Given that the club's primary objective is to increase public awareness in the West Vancouver area, addressing this area should be a high priority. Awareness can only grow from continual exposure of the club through feeding information to the public on its events and programs.

Problems

1. External communications are weak, with nobody responsible.
2. Email is the main tool for communication with members, which is one reason its member base is expanding so slowly.
3. The club does not have a social media accounts such as Facebook or Twitter.

Recommendations

1. Create a combination marketing-communications/human resources position. The ideal person responsible will have suitable qualifications and experience and will also be a soccer enthusiast familiar with all aspects of the game. The crucial part of the role will be to bring to the club the benefits of new and constant public exposure.
 - a. Place a scoreboard on the club's website to inform members about game results and also update them with the latest club news.
2. Increase media involvement by developing contacts with local print and electronic organizations. The communication person will contact directly the local reporters who are responsible for covering sport and community news and affairs. Personal relationships should be cultivated to the greatest possible extent to maximize media cooperation, which will lead to the coverage the club needs.
 - a. Use press releases not only to increase media coverage and therefore public exposure, but also to provide an information flow to other organizations whose interest might benefit the club, e.g., government agencies, youth organizations and community centers.
 - b. Set up press interviews with the head coach who will talk about the game, the club and its programs. The image of the club will be promoted and awareness of its activities and the role it sees for itself in the community will be increased.
3. Open Facebook and Twitter accounts for the club. The communication person will be responsible for constant updating of news and other information about the club. Members will have the

convenience of finding out what is going on, and will tell their friends to check out the club's accounts. Word of mouth is a proven powerful marketing strategy.

- a. Post demonstrations of soccer skills on YouTube. These can be developed into a series of brief videos covering each of the main areas of soccer skills. The popularity of YouTube, especially among teenagers, will draw viewers who are interested in soccer and potentially might join the club.

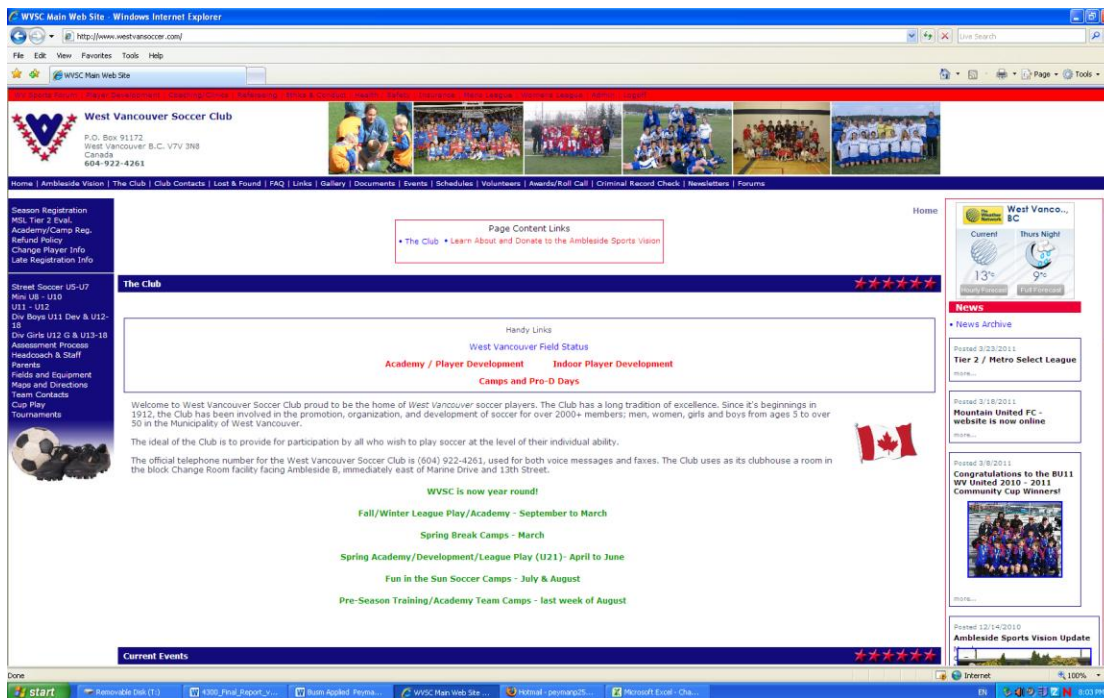
Website

Online Presence and Website Design

The club's current website is not as user friendly. It is cluttered and therefore confusing to look at with no real focus for the eye. Also, it is hard to navigate, with 28 links that are placed horizontally and 19 links that are placed vertically. There is far too much going on a single page. The colors that are used are too bright and varied and tend to repel the eye. There is information overload on the website and makes online visitors confused.

Current Website

Figure 10 - WVSC Website Homepage

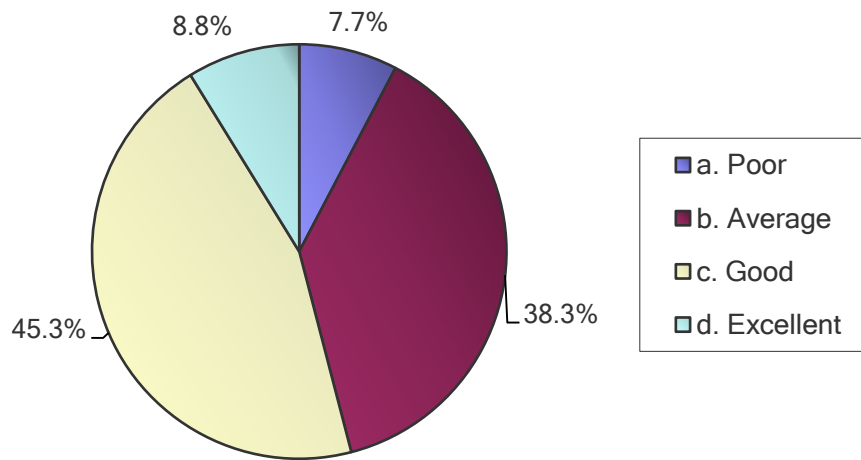


Problems

- The website does not convey a suitable image for a serious soccer club.
- It is hard to find the particular information you are seeking.
- There are too many links on the home page.
- Information is overloaded.
- The process to access registration forms is frustrating and time consuming.
- Incredibly, no score board is provided to display club's game results.

Below is the feedback that obtained from customers regarding the club's website. Less than 9% of those surveyed found the site excellent, and less than half rated it as 'good'. These responses indicate an opportunity for vast improvements. The feedback is presented graphically in the pie chart below in Figure 11.

Figure 11 – Website Feedback from Customer Survey



Mock-up of proposed new website

The following Figure is a mock-up of an improved website homepage. It can be seen that the main links are in the top menu bar, that the page is restricted to a few discrete elements that are nicely balanced, and that the variety of colors is reduced. It is no longer cluttered and confused, and has a professional look appropriate for a serious organization.

It can be seen at a glance that the proposed website has a cleaner, less cluttered look, a pleasing balance of the elements and is easy to navigate. It has nine horizontal links on the main instead of the 28 on the current site and a clearly labeled site map across the bottom portion of the page.

Figure 12 - New Website Mock-up Home Page



Recommendations

Improvements have made the website more user-friendly and appealing to the eye. Continued improvements can include:

1. Create a message board and a customer form for external users
2. Create an intranet on the website for internal communication to post policies and procedures

FINANCIAL

Financial Analysis

Currently, there are two positions directly involved with the day to day financials: the Treasurer who handles the Club account and the Academy/Camp Administrator who manages the Camp account. The two positions wait for approval or confirmation from the President or Vice President before transactions are recorded.

The Treasurer is a volunteer position while the Academy/Camp Administrator is a paid employee of the WVSC. The major difference between volunteer positions and paid positions is the volunteer is more likely than the employee to allow the financials of the club to be delayed due to their own employment and personal situations.

Cost-Volume Profit (CVP) Analysis

Based on the 2011 Final Budget for club activities of the West Vancouver Soccer Club, the following revenue mix for four registration categories calculates a probable break-even point. As the variable costs per category are unknown, the total expenses for the club activities were used as fixed costs.

The following formula was used to calculate the break-even point and can be manipulated each season as the popularity for each age group or program changes. The calculations can be found in Appendix B.1.

$$\text{BEP Formula: Revenue} - \text{Variable Costs} - \text{Fixed costs} = \$0$$

Based on the above formula, the break-even point for Club Activities is broken down as follows:

1. 135 Registrations for Ladies Premier
2. 271 Registrations for U21
3. 406 Registrations for U5-U10
4. 541 Registrations for U11-U18

The total number of registrations needed for WVSC to break-even for club activities is 1,353 registrations.

ACADEMY/PLAYER DEVELOPMENT (SPRING)

Based on the same BEP formula presented in the Club Activities, the calculations can be found in Appendix B.1. The BEP for Spring Academy/Player Development is broken down as follows.

1. 15 Registrations for the Spring Development Program
2. 30 Registrations for the Spring Invitational Travel Team Boys and Girls
3. 45 Registrations for the Spring Academy Boys and Girls U8-U14
4. 60 Registrations for Goalkeeper Development

The total number of registrations needed for WVSC to break-even for Spring Academy/Player Development programs is 150 registrations.

SPRING BREAK

The Spring Break programs offered by WVSC are calculated and presented in Appendix B.1. The results are summarized below:

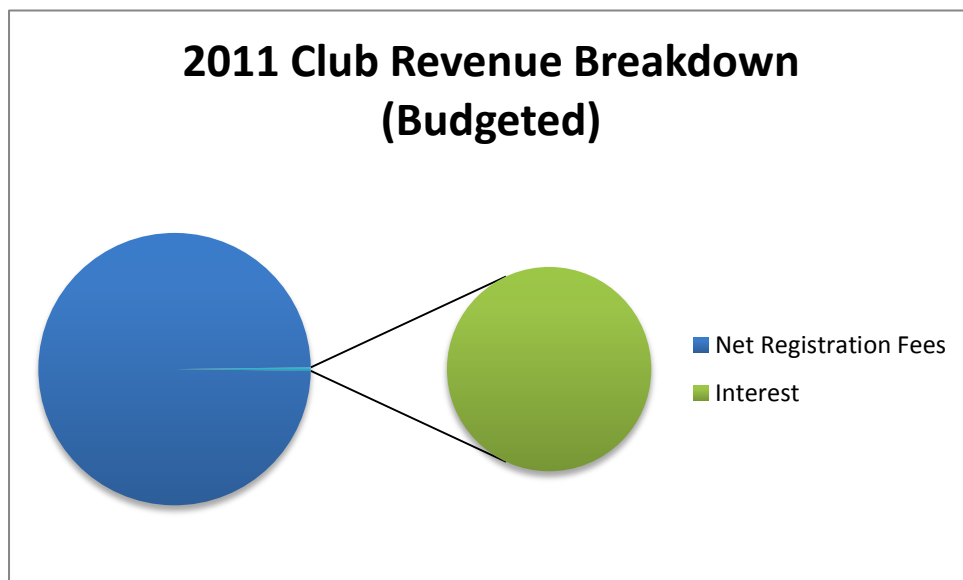
1. 5 Registrations for Spring Street Soccer
2. 9 Registrations for the Spring Break Camp

The total number of registrations needed for WVSC to break-even for the Spring Break programs is 14 registrations.

Revenue Breakdown

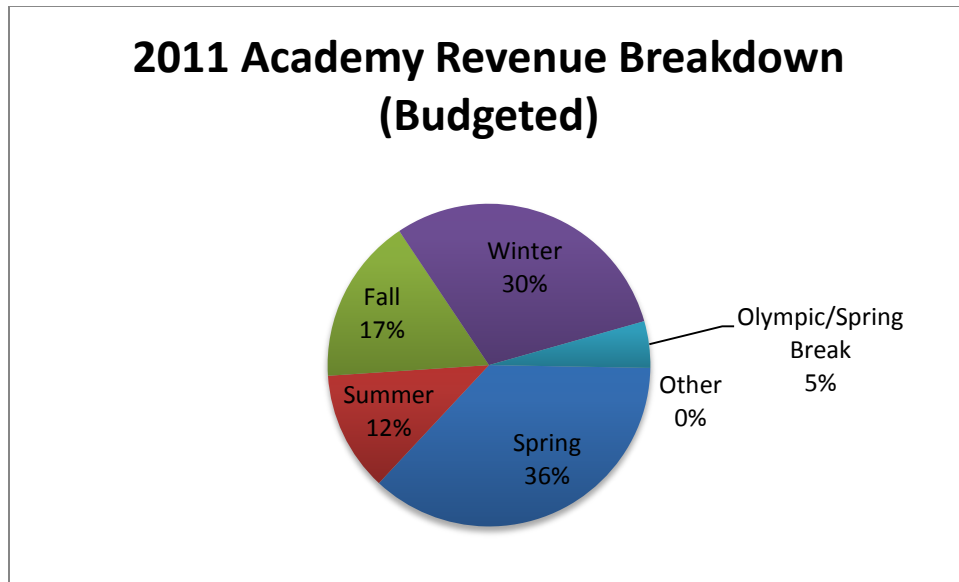
Currently, the WVSC has a heavy reliance on registrations for their revenues. The registrations for soccer activities vary from year to year based on economic conditions and the availability of many other activities or programs for youth to become involved in. The 2011 Final Budget breaks down the revenue for WVSC in Figure 13.

Figure 13 - WVSC 2011 Budgeted Club Revenue



The chart in Figure 11 shows that the registration for club activities consists of 100% of budgeted revenues for the club with less than 1% of budgeted revenue generated by interest. The Academy's revenue shows an improvement in revenue breakdown in Figure 14 below.

Figure 14 - Academy Revenue Breakdown

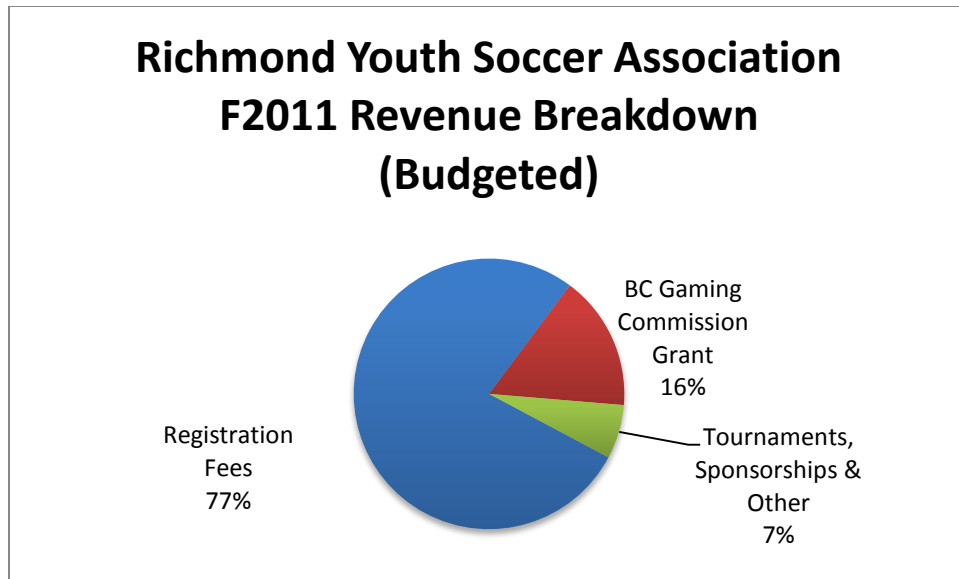


The chart above shows most of the Academy revenue is budgeted to be generated in the Winter/Spring. The next section is a comparison of the WVSC to the Richmond Youth Soccer Association (RYSA) revenues.

Richmond Youth Soccer Association

The data used to show the revenue breakdown for RYSA in Figure 15 was taken from their 2011 revenue budget and is included in Appendix B.2.

Figure 15 - RYSA Budgeted Revenue Breakdown



The chart shows that the Richmond Youth Soccer Association doesn't completely rely on their registration fees for their revenues. A large section of the revenues comes from the BC Community Gaming Grant. (Richmond Youth Soccer Association)

Current Financial Situation for WVSC

- The accounting procedures are mainly performed by two or three people. One is a paid employee and two others are volunteers.
- There are no sponsors or grants for the club and there are worries of the community's reaction to having local sponsors' signage at Ambleside fields.
- There are no detailed written procedures or processes for the club bookkeeper
- West Vancouver Soccer Club does not offer any scholarships or bursaries to their graduating players
- When a player wants to register for soccer, the only payment options available are credit card or cheque.

Problems

1. There is no complete separation of duties regarding the handling of financials:
 - a. Authorization of transactions (Bill or Collin)
 - b. Recording of transactions (Julie or Patti)
 - c. Reconciliations (Julie or Patti)
 - d. Daily bank deposits (Patti)
2. There is a very narrow focus on obtaining corporate sponsorships

3. There may be a big problem if the current bookkeeper is unable to train a new employee or volunteer “on-the-job”
4. Many students look for organizations that offer bursaries or scholarships before participating or volunteering
5. The person paying for the registration fee may not have a credit card or cheques to send to the club and decide not to register either their child or themselves in soccer

Recommendations

1.
 - To have a more separation of financial duties, a simple solution is to have another person who is not currently involved in the financial process, to make the bank deposits.
 - When an office space is available for club use: first or second year University or College Students can gain valuable accounting work experience outside of the classroom by doing either work internships, or volunteering their time to do basic accounting activities. After the hard copy journal entries are prepared by the main bookkeeper, the journal entries can be entered into the accounting software in batches fulfilling the second duty listed above.

Responsibilities are mismatched when a single person is in a position to create and conceal errors, irregularities and misstatements. No one person should control two or more functional responsibilities. If different people deal with the different financial duties, two benefits are obtained: 1) innocent errors are more likely to be noticed and corrected and 2) deliberate irregularities would require the involvement of two or more people and most people hesitate to ask for help when carrying out wrongful acts.

2.
 - The North Shore Credit Union offers sponsorship funds ranging from \$50-\$2,500 for physical/mental wellness programs that promote a healthy lifestyle, exercise and physical activity. NSCU also provide items to be used in door prizes and raffles. The NSCU employees also frequently participate in sponsorship programs providing much needed volunteer support. The North Shore Credit Union Sponsorship Application is included in Appendix B.3
 - The BC Community Gaming Grant offers up to \$100,000 to sport programs. However, there are many financial conditions that must be met and are listed in detail in Appendix B.4
 - Finding companies to sponsor all teams would save the club \$30,000 - \$40,000 in Uniform and Equipment Expenses (based on the 2011 budget) to put towards other areas of the club for improvements such as generating more revenue for the club.

Having local companies sponsor soccer teams in West Vancouver will boost the community involvement in youth soccer, creating awareness for the need of financial assistance and volunteers.

3.

- The bookkeeper can create a simple step-by-step manual for the main bookkeeping functions that are essential to the club's financials
- The bookkeeper can add detail as necessary to the duties needed to be completed by the bookkeeper on a daily/weekly/monthly or annual basis.

Having a written manual for the bookkeeper will reduce the time needed for the transition of a new employee or volunteer. Most people find it helpful to have written documentation to help them learn new processes or procedures while completing the task(s).

4. The BC Community Gaming Grant allows organizations to use part of the grant to provide scholarships to qualified candidates that meet the organizations criteria.
- If this is not an option, a local donor can be found in the community to fund a memorial scholarship to a deserving candidate

Offering a scholarship or bursary to West Vancouver youth may increase the registrations for the secondary student age range (13-18 years). Besides the cash value of the scholarship or bursary, many students with no work experience rely on their volunteer experiences and their awards received to catch the attention of potential employers. A requirement could include being both a player for at least 2 or 3 years and a volunteer to the WVSC.

5. Offer Interact Online as a payment option that will work with the customers' existing web banking service. Currently, the four financial institutions that offer Interact Online are as follows:
- RBC
 - Scotiabank
 - TD Canada Trust
 - BMO

How it works:

1. When the customer is ready for registration payment, he/she can select Interact Online as the form of payment.
 - a. A list of participating Financial Institutions will be listed (listed above)
 - b. Choose your financial institution (will need to be registered for online banking)
 - c. Log in to web banking with your usual login ID and web banking password
 - d. Choose the account (chequing or savings)
 - e. Confirm the payment (you will be automatically directed to the merchant website)
 - f. View payment confirmation page and print for your copies

This is a good option to potentially attract different markets of the population. Some people prefer to make their purchases with their debit card and having another payment option available to customers will ensure that WVSC can capture every registration opportunity and increase revenues.

RECOMENDATIONS

Final recommendations

1. Increase Revenue

- Print flyers and promotional materials to advertise club and its activities in order to attract sponsors
- Organize concession stands at youth sporting events operated by volunteer parents
- Design sponsorship reward programs. For example, awards for sponsor contributions could be given in recognition of level of commitment, such as gold, silver and bronze

Action:

- A. In order to print new flyers and promotional materials such as brochures, the club should contact several printing companies, compare prices and pick the best combination of quality and price

Cost for A: \$1,500 annually

Timeline for A: begin Q1 of 2011 and continue throughout year

- B. A volunteer can obtain the food items such as: wieners, burgers, buns, and soft drinks from a local grocery store prior to each event and help the volunteer parents to run the concession stands

Cost for B: \$2,000-\$3,000

Timeline for B: 2Q

- C. Create a sponsorship package and get involved with community and corporate organizations that have sponsorship programs. The club can benchmark the donations into gold, silver and bronze. The club must revise its sponsorship plan and get involved with small and big local businesses, such as Safeway, that contribute to fundraising projects

Cost for C: \$3,000-\$4,000

Timeline for C: 2013-2016

2. Improve marketing strategies

- Hire a full-time Marketing/HR/Communications person with sufficient experience to develop contacts with local print and electronic media to increase public exposure.
- Increase the use of technology. Open Facebook, Twitter, and YouTube accounts for the club and update them on a regular basis (at least once a month or as per event)

Action:

- A. The club can hire recent marketing graduates who have the up-to-date knowledge and motivation to excel and boost the club's performance
- B. For social media:
 - i. Download Skype for board meetings
 - ii. Sign up for Facebook account
 - iii. Sign up for Twitter account
 - iv. Sign up for YouTube account

Cost: \$30,000 annual salary +5% commission based on increase in annual registrations compared to last year. Social media accounts are free

Timeline: Q1 – sign up for social media accounts, Q3 - Search and Q4 - hire a Marketing/HR/Communications person if the Community Gaming Grant is approved

3. Improve internal and external communication

- Ensure that ALL applicable employees and volunteers have adequate information and understand decision rational, this should be conveyed to all parties that are affected directly and indirectly
- Create and adhere to a communications matrix to ensure appropriate distribution of information
- Designate a single person to distribute communication
- Types of Communication
 - Create internal bulletin board on intranet for general information
 - Distribute urgent information to affected parties of the club through direct e-mails and a follow up with telephone calls
- Be consistent with communications

Action:

- A. Formalize a central position to distribute information to stakeholders
- B. Use the communication matrix
- C. Implement a message board for general information (intranet)

Cost: \$300, Intranet set-up, no incremental increase in labour required

Timeline: Implement formal position for distribution and adherence to communications matrix immediately. Implement intranet and message board with Q1- Q2 website upgrades.

4. Continue improving new website

- Create a message board for external communication among members and the club
- Create an intranet on the new website for internal communication among staff such as president, vice president, head coach , volunteers

Action:

- A. The club's new website is developed but needs modifications as mentioned above in order to maximise the flow of the information for the club.

Cost: \$4,000 for the modifications

Timeline: Q1-Q2

5. Offer an 'Interac online payment' option to the online registration process

- Ensure that the customer understands that the Royal Bank of Canada, Scotiabank, TD Canada Trust, and the Bank of Montreal are the only financial institutions to offer Interac Online

Action:

- A. The online application for 'Interac Online' takes less than three minutes (Moneris Solutions)
 - i. Choose 'INTERAC' as the Required Product/Service
- B. A representative from Moneris Solutions will call you to verify the details and determine the rates within one business day

Cost: unknown – see B above

Timeline: Apply for Interac Online early in the 1st Quarter (April – May). Implemented at the beginning of 2nd Quarter (July 1st)

6. Apply for the \$100,000 Community Gaming Grant from the BC Ministry of Housing and Social Development

- Appoint a person to review the application to see if WVSC is eligible and if so, present to the appropriate person(s):
 - Thoroughly review the application package to see if this grant is a good fit for WVSC. Some noted requirements include:
 - Periodic audited financial statements (Richmond Youth Soccer Association budgets \$5,000 for their audits)
 - A separate bank account for the grant money

Action:

- A. Review the Guidelines – Applying for a Community Gaming Grant
- B. Review the Community Gaming Grant – Pre-Application Checklist
- C. Complete and submit the Application (one application per year)
 - i. Can be completed online at: www.hsd.gov.bc.ca/gaming/
 - ii. If applying by mail, the latest application version must be used
- D. Section 5 requires application attachments
- E. Deadline for Sports for Youth and People with a Disability is May 31st with Final Notifications by August 31st

Cost: After approval, approximately \$5,000 for periodic audits of the financial statements

Timeline:

Short term: Q1: apply before the May 31st deadline

Long term: Q1 of every year: one application per year, the application timeline is February 1 – May 31

7. Offer three \$500 scholarships or bursaries to players, one at each secondary school

- The scholarship will be listed in each school's list of scholarships or bursaries creating more exposure for the club

- This may seem like an unnecessary expense for the club, however, over time, this may attract new soccer registrants who are interested in obtaining money for college or university and who are looking for volunteer opportunities to improve their resumes

Action:

- A. Find the funds for the three \$500 bursaries
 - i. If the Community Gaming Grant is obtained for 2012, funds from this grant can be used for scholarships
- B. Establish the eligibility criteria which may include:
 - i. Two or three years of play time with a WVSC team
 - ii. A contribution to soccer either through coaching or other volunteer activities
 - iii. A letter of reference from a board member, another club volunteer, or a coach confirming the candidate's involvement in soccer
 - iv. Transcript to confirm fulfilment of the minimum grade requirement of C+
 - v. Money to be distributed when the successful candidate shows proof of acceptance to post-secondary institution
- C. Create an application form to be posted on the website with a April 30th deadline
- D. Review potential applicants during the May board meeting
- E. Choose potential successful candidates through a ranking system in case the top candidates do not go to a post secondary institution
- F. Notify the successful applicants by June 30th

Cost: \$500-\$1,500 depending on the number of successful applicants

Timeline: Q2 - Q4 (2012) to allow sufficient time to promote the scholarship or bursary to current players

8. Organize more events

- Attend community day to raise awareness (short term)
- Organize volunteer appreciation BBQ to boost club culture and morale (short term)
- Organize club fundraising tournament (short term)

Action:

- A. Community day (June 15):
 - i. Complete application before April 15th deadline
 - ii. Recruit volunteers for event parade or information booth

- iii. If there is no existing promotion materials: create marketing materials to promote club (i.e. brochures, cards, flyers)
- B. In the summer, organize a Volunteer Appreciation Day
- i. Select a BBQ location (i.e. Ambleside Park)
 - ii. E-mail employees and volunteers about the BBQ details (who, what, where, when, why)
 - iii. Recruit volunteers to help with BBQ
 - iv. Purchase volunteer gift(s) (i.e. gift cards to restaurants or coffee shops, etc)
- C. Club Fundraising Tournament (holiday or summer):
- i. Send invite e-mail to members (players) to participate, attend and/or volunteer
 - ii. Purchase items for concession stand and tickets for 50/50 draw

Cost:

Community Day: \$100 for marketing material and optional \$35 fee for information booth

Volunteer Appreciation Day BBQ: \$200 for food, \$50 for gifts

Club Fundraising Tournament: \$100 for concession items, \$11 for 50/50 tickets

Timeline:

Q1: Community Day

Q2: Volunteer Appreciation Day BBQ

Q2 and ongoing: Club Fundraising Tournament

9. Improve operation processes

- Camp drop-in registrations and cash handling
- Membership night

Action:

A. Camp drop-ins:

- i. Purchase wristbands (similar to those used when going swimming at a public pool) for drop in players
- ii. Have a petty cash box with registration sheets for drop-ins

B. New membership night:

- i. Purchase ID printer system

Cost:

Camp drop-ins: Tyvek wristbands are \$16 for 500 from Clubzone, a petty cash box: \$20

New Membership Night: ID printer system is \$1,500

Timeline:

Q1: Camp Drop-in

Q2 (2012): New membership ID printer

10. Formalize human resourcing

- Increasing volunteers by recruiting from secondary schools and community centres (short-term)
- Create a hiring checklist for each position (short term)
- Develop regular work performance reviews (long term)
- Finalize and/or update job descriptions, formal procedures, and training resources (long term)

Action:

- A. Send letters about current volunteer opportunities and/or events to secondary schools and community centres in West Vancouver
- B. Use job descriptions as a reference to make a requirement and experience checklist for each position
- C. Sit with employee and discuss work performance, accomplishments, improvements, and opportunities within the club
- D. Formalize procedures and training resources by creating a written version and communicating the changes to all employees and volunteers

Cost: Less than \$20 for printing materials

Timeline:

Q1: Draft template of recruitment letter and distribute when needed

Q1: Create checklist

Q1: Create work performance review and annually implement at the end of season

Q1: Create a formalized procedure and training resources

11. Document the following processes

- HR Procedures
- Hiring/terminating new employees/volunteers

- Purchasing
- Submitting and processing expense claims
- Decision making process
- Employees work procedures

Action:

- A. The employee/volunteer mainly using the process should be required to record the current process
- B. Process to be reviewed, modified and approved by management
- C. Process to be distributed and stored for reference in area available to users (intranet)

Cost: \$200, Labour cost due to paid employee participation

Timeline: Begin process of development immediately, establish completion date for process by end of Q1. Publish on Intranet no later than end of Q2.

12. Increase efficiency of decision making

- Implement a decision making structure:
- Ensure all board members understand the benefits of streamlining the decision making process so there is less resistance to the change

Action:

- A. Inform affected parties of the change and provide sufficient information for stakeholders to understand and buy into change
- B. Follow decision making matrix outlined identified in Figure 7 (pg21)

Cost: No incremental cost

Timeline: Discuss at next board meeting, notify stakeholders thereafter, full implementation no later than end of Q1.

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APPENDICES

Appendices

Appendix A – Financial Calculations and Applications

Appendix B – Interview Questions

Appendix C – Employee Survey Questions

Appendix D – Customer Survey Questions

Appendix E – Event Application

Appendix F- Disk containing all of the relevant files for future use/modification

APPENDIX A – FINANCIALS

B.1 Cost Volume Analysis Calculations

CLUB ACTIVITIES

BEP Formula: Revenue – Variable Costs – Fixed costs = \$0

5. Q = Ladies Premier
6. Q2 = U21
7. Q3 = U5-U10
8. Q4 = U11-U18

Calculation:

$$[(\$175*Q) + (\$650*2Q) + (\$245*3Q) + (\$345*4Q)] - \$485,900 = \$0$$

$$\$175*Q + 1,300*Q + \$735*Q + 1,380*Q = \$485,900$$

$$\$3,590 *Q = \$485,900$$

$$Q = \$485,900/\$3,590$$

$$Q = 135 \text{ Registrations [LADIES PREMIER]}$$

$$2Q = 271 \text{ Registrations [U21]}$$

$$3Q = 406 \text{ Registrations [U5-U10]}$$

$$4Q = 541 \text{ Registrations [U11-U18]}$$

TOTAL NUMBER OF REGISTRATIONS TO BREAK EVEN FOR CLUB ACTIVITIES = 1,353

ACADEMY/PLAYER DEVELOPMENT (SPRING)

BEP Formula: Revenue – Variable Costs – Fixed costs = \$0

9. Q = Spring Development Program
10. Q2 = Spring Invitational Travel Team Boys and Girls
11. Q3 = Spring Academy Boys and Girls U8-U14
12. Q4 = Goalkeeper Development

Calculation:

$$[(\$465*Q) + (\$350*2Q) + (\$335*3Q) + (\$220*4Q)] - \$45,000 = \$0$$

$$\$465*Q + 700*Q + \$1,005*Q + 880*Q = \$45,000$$

$$\$3,050 *Q = \$45,000$$

$$Q = \$45,000/\$3,050$$

$$Q = 15 \text{ Registrations [Spring Developmental Program]}$$

2Q = 30 Registrations [Spring Invitational Travel Team Boys and Girls]

3Q = 45 Registrations [Spring Academy Boys and Girls U8-U14]

4Q = 60 Registrations [Goalkeeper Development]

TOTAL NUMBER OF REGISTRATIONS TO BREAK EVEN FOR Spring Academy = 150

SPRING BREAK

BEP Formula: Revenue – Variable Costs – Fixed costs = \$0

6. Q = Spring Street Soccer

7. Q2 = Spring Break Camp

Calculation:

$$[(\$175*Q) + (\$135*2Q) - \$2,000 = \$0$$

$$\$175*Q + \$270*Q = \$2,000$$

$$\$445 *Q = \$2,000$$

$$Q = \$2,000/\$445$$

Q = 5 Registrations [Spring Street Soccer]

2Q = 9 Registrations [Spring Break Camp]

TOTAL NUMBER OF REGISTRATIONS TO BREAK EVEN FOR Spring Break = 14

Appendix B.2



RICHMOND YOUTH SOCCER ASSOCIATION

BUDGET FOR THE FISCAL YEAR ENDING MARCH 31, 2011

Revenue	Actual 2010	Budget 2011	Actual 2009
Registration fees			
Spring League - 1163 players	\$ 120,267	\$ 116,700	\$ 101,811
Summer programs 17 players	26,300	28,050	69,925
Winter League - 1327 players	315,143	334,890	274,520
B.C. Gaming Commission grant	30,000	100,000	100,000
Tournaments	73,080	30,000	25,425
Sponsorships and donations	7,200	10,000	26,098
	<u>571,990</u>	<u>619,640</u>	<u>597,779</u>
Expenses			
Administration	47,800	50,320	27,300
Advertising	3,618	5,000	4,749
Collection and credit card fees	10,142	11,000	10,443
Equipment	69,837	90,000	66,285
Field rentals	87,850	95,000	84,720
Honorariums & Scholarships	3,250	2,000	5,250
Insurance & registration - BCSA	48,562	48,800	45,036
Legal and audit fees	4,362	4,900	5,779
Office, storage & sundry	27,362	35,000	23,419
Referees	38,558	45,000	39,369
Spring league revenue sharing - RGSA	12,748	13,000	9,427
Tournaments Costs & trophies	46,096	19,020	24,305
Summer Program Costs	26,625	28,050	65,692
Training & development - spring league	16,556	17,000	14,146
Training & development - winter league	113,404	145,000	119,912
	<u>556,770</u>	<u>609,089</u>	<u>545,832</u>
Income for the year	<u>\$ 15,220</u>	<u>\$ 10,551</u>	<u>\$ 51,947</u>
Net assets at beginning of the year	\$ 248,753	\$ 263,973	\$ 196,806
Net assets at end of the year			
Internally restricted net assets	142,140	142,140	142,140
Unrestricted net available assets	121,833	132,383	106,613
Net assets	<u>\$ 263,973</u>	<u>\$ 274,523</u>	<u>\$ 248,753</u>



Sponsorship Program Application Form

Sponsorships will only be considered when an application form is completed. Completed applications forms can be submitted to sponsorships@nscu.com

Date: _____

ORGANIZATION INFORMATION	
Name:	
Type of organization (e.g. non-profit, small business, educational institution):	
Address:	
Telephone:	Website:
Does this organization have an account with NSCU? <input type="checkbox"/> Yes <input type="checkbox"/> No	

CONTACT INFORMATION	
Your name:	Relationship to the organization (e.g. president, chair, volunteer):
Telephone:	Email:
Are you a member of NSCU? <input type="checkbox"/> Yes <input type="checkbox"/> No	

EVENT INFORMATION	
Event name:	Event date(s):
Objective:	
Description of event (include history, previous sponsors):	
Which of the four NSCU focus areas does this event apply to? <input type="checkbox"/> Financial Wellness <input type="checkbox"/> Physical Wellness <input type="checkbox"/> Environmental Wellness <input type="checkbox"/> Community Wellness	
Please describe:	
Which geographic region does this event target?	What is the demographic of your target audience?
How do you plan to measure your success?	
What other organizations are involved and at what level?	

REQUEST DETAILS
Nature of Request <input type="checkbox"/> Funds: Amount \$ _____ <input type="checkbox"/> In-kind contribution: Value \$ _____ Item details: _____
What level of sponsorship does this represent?
Has NSCU sponsored this event before? <input type="checkbox"/> Yes When: _____ <input type="checkbox"/> No, but NSCU has sponsored a different project with our organization: <input type="checkbox"/> No, we have not received sponsorship from NSCU in the past.
BENEFITS
What are the expectations and/or opportunities for NSCU participation at the event? <input type="checkbox"/> Recognition: Please describe: _____ <input type="checkbox"/> Event Participation: Please describe: _____ <input type="checkbox"/> Speaking Opportunity: Please describe: _____ <input type="checkbox"/> Direct Mail: Please describe: _____ <input type="checkbox"/> Other: Please describe: _____
How would you recognize NSCU's sponsorship, e.g. publicity, promotion, advertising? (Please attach supporting documents if available.)
Have you been in touch with anyone from NSCU regarding this application? If so, please list.

SUBMISSION INFORMATION
Please submit this completed application form to: sponsorships@nscu.com or NSCU Sponsorship Program North Shore Credit Union Marketing Department 3 rd Floor, 1112 Lonsdale Avenue, North Vancouver, BC V7M2H2

APPENDIX B.4



The Best Place on Earth

Ministry of Housing and Social Development

Gaming Policy and Enforcement Branch

GUIDELINES

Applying for a Community Gaming Grant

The community gaming grant program is a consolidation of the former direct access and bingo affiliation grant programs.

April 1, 2010

To stay current with Gaming Policy and Enforcement Branch policies, please visit the News and Updates page at: <http://www.hsd.gov.bc.ca/gaming/news/index.htm>

Know your limit, play within it.
For Help: 1-888-795-6111 or
www.bcreponsiblegambling.ca

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Preamble

The community gaming grant program (CGG), a consolidation of the former direct access and bingo affiliation grant programs, ensures all eligible community organizations in B.C. have fair and equitable access to gaming funding.

The Province will continue to honour multi-year gaming grant commitments. All other organizations may apply for single-year grants of up to \$100,000 each throughout the year, following the regular application process. Groups designated as provincial organizations, which deliver services province-wide, may be eligible for up to \$250,000.

Youth arts, culture and sports groups will be eligible for grants in 2010/11, as will sports organizations serving people with a disability. A new sub-category of grants has been created specifically for fairs, festivals and museums.

Parent Advisory Councils (PACs) will receive \$20 per student and District Parent Advisory Councils (DPACs) will receive \$2,500 each.

Adult arts, culture and sports organizations and environmental groups are ineligible for funding in 2010/11. (Organizations that provide environmental awareness programs may be eligible for funding in the education community sub-sector of the human and social services sector.) Playground grants are not available in 2010/11. Major capital project grants are not available until further notice.

In addition to the regular reports required of organizations that receive grants, organizations will be required to describe how the broader community benefited from the programs/services funded through community gaming grants. Space has been provided in the Gaming Account Summary Report for this purpose.

For more information regarding grants and the consolidation of the two former grant programs, please go to the Gaming Policy and Enforcement Branch website at:
www.hsd.gov.bc.ca/gaming/news/docs/2010-03-08.htm

For more information regarding the transition from bingo affiliation to the community gaming grant program, please go to:
www.hsd.gov.bc.ca/gaming/news/docs/2010-03-19.htm

1. INTRODUCTION

Community gaming grants provide funding to eligible organizations for direct delivery of approved ongoing programs to their communities.

1.1 Role of the Gaming Policy and Enforcement Branch

Community gaming grants are administered by the Gaming Policy and Enforcement Branch, which also regulates gaming in British Columbia.

The branch administers the Community Gaming Grants program and determines which organizations will receive grants, the grant amounts and makes grant payments to approved applicants.

1.2 Role of the community gaming grant recipient

Grant recipients must meet specific criteria, be accountable for the funds they receive and comply with the Gaming Control Act, Gaming Control Regulation and conditions of the grant.

2. COMMUNITY GAMING GRANTS

2.1 Who can apply for a community gaming grant?

Non-profit community organizations that directly deliver programs to their community may be eligible for a program grant. A program is defined as an ongoing service or activity designed to achieve one or more defined objectives.

2.2 What is the maximum grant available?

Funding to a maximum of \$100,000 annually may be approved for any combination of program costs and minor capital project costs. For province-wide programs, funding to a maximum of \$250,000 annually may be approved.

Each application is assessed on its own merit, and within the context of available funding and demonstrated community need. An application does not guarantee any level of funding. The requested amount may not be approved. The amount approved may vary from year to year.

The amount approved may be limited if the amount requested raises federal and provincial government funding to more than 75 per cent of the total program cost. Community Gaming Grants are included in this calculation.

The remaining 25 per cent may be satisfied in a variety of ways, such as fundraising, municipal contributions and in-kind support. This will ensure communities support funded programs.

In-kind support may be fulfilled in any combination of volunteer time, donated labour, equipment, services and materials from other sources. Valuation of volunteerism and donations is based on:

- Donated materials at verified fair market value
- Donated accredited professional services at verified fair market value
- General labour (e.g., administrative support): \$10.00/hour
- Skilled Labour (i.e., marketing, communications, Internet support): \$25.00/hour

Complete records of all volunteered hours and donated services or materials must be retained as part of the organization's gaming records.

3. ORGANIZATION ELIGIBILITY

3.1 What types of organizations are eligible to apply for a community gaming grant?

An organization may be eligible if it:

- Is not-for-profit;
- Operates primarily for community benefit;

- Provides programs that benefit the community and not solely its members' interest;
- Has a voluntary and broadly based membership involved in the management and control of the organization and its programs. Generally, voting membership of the organization must be more than double the number of Board members.
- Delivers programs established and maintained by its volunteers;
- Has board members that are democratically chosen by, and from within, its volunteer base;
- Has board members that are Canadian residents, with at least two-thirds of the board residing in BC, and those board members do not receive remuneration or other financial benefit for their services as an executive member, and
- Meets the Province's standards for financial accountability.

3.2 Does an organization have to be federally or provincially incorporated?

No. However, an organization that is provincially incorporated or registered as an extraprovincial society must be in good standing with the BC Registrar of Companies.

3.3 Are parent advisory councils eligible for a grant?

All public and independent school parent advisory councils (PACs) are eligible to receive \$20 per student annually. All district PACs (DPACs) are eligible to receive \$2,500 each year.

To receive funds, a PAC or DPAC must:

- submit a basic application form that confirms its existence;
- provide a void cheque from the PAC or DPAC gaming bank account; and
- comply with the conditions of its grant.

Grant funds must remain under the control and management of the PAC, whose membership is comprised of parents or guardians of students attending the school, or DPAC that receives them.

Section 7 of these guidelines also applies to PACs and DPACs. Further information regarding funding for PACs or DPACs, including eligible uses of grant funds, is outlined on the [Application for PAC/DPAC Community Gaming Grant Funding](#).

3.4 Are service organizations eligible for a community gaming grant?

Yes. Service organizations meeting eligibility criteria in section 3.1 and with 10 or more voting members may apply for a grant, under the Human and Social Services sector, for donation to those community organizations and programs that meet all eligibility criteria for a community gaming grant.

One-time donations are also permitted to an individual or family within their community where the donation will provide emergency assistance or relieve an exceptional condition or circumstance.

Service organizations:

- Are responsible for monitoring how grant funds are disbursed by the donation recipient and required to report to the branch any instance where funds were used inappropriately;
- Must ensure a major capital project is approved by the branch before grant funds are donated towards the project. See section 5.3 for more information;
- May donate to an organization with which they are associated, as long as the recipient organization and programs meet all eligibility criteria, including a separate and democratically chosen board;
- May donate to hospital foundations towards the purchase of medical equipment;
- May use grant funds for their own programs where the branch has provided written approval for the program since August 19, 2002, when the Gaming Control Act was proclaimed;
- May retain up to seven per cent of community gaming grants to cover administrative costs; and
- Cannot receive grant funds from, or donate grant funds to, another service organization.

3.5 What types of organizations are ineligible for a Community Gaming Grant?

An organization is ineligible if it:

- Received more than \$250,000 in the past 12 months through its own licensed gaming activities;
- Has more than 50 per cent of its previous year's operating expenses on hand in the form of unrestricted cash and investments. Gaming funds are considered unrestricted funds for the purposes of this calculation. Internally restricted funds will be considered unrestricted after having been reserved for more than three years;
- Is for-profit;
- Is a not-for-profit business or an ancillary group sustaining a for-profit business;
- Is a political party, political action group or lobby group;
- Is a federal, provincial, regional, municipal, or other local government;
- Is a hospital, medical or health care facility;
- Is an educational institution or school;
- Is a penal institution or correction centre;
- Is a provincial or municipal library or museum;
- Has objectives, programs, or expenditures that do not conform with all laws, regulations and the general public policies of the Province of British Columbia; and
- Has programs that promote racial or ethnic superiority, religious intolerance, persecution or social change through unlawful action.

4. PROGRAM ELIGIBILITY

4.1 What types of programs are eligible for grant funding?

Eligible programs provide a direct service to the community and are responsive to that community's needs and issues. Grant applicants must demonstrate how the programs for which they seek funding meet eligibility criteria and have benefitted, and will benefit, others.

These programs must fall within one of four sectors:

Arts and Culture

Programs that enhance performing arts, media arts, or visual arts, literature, heritage or culture for youth 18 years and under in the broader community. Also fairs, festivals and museums, which include cultural or heritage programs and/or displays of broad community interest suitable for all ages.

Sports for Youth and People with a Disability

Programs that enhance sports participation for youth 18 years and under and people of all ages with a disability.

Human & Social Services

Programs that significantly contribute to the quality of life in a community, including assisting the disadvantaged or distressed, promoting health or enhancing opportunities for youth. Service organizations and service clubs (see section 3.4) are included in this sector.

Public Safety

Programs that enhance and support public safety initiatives, disaster relief and emergency preparedness within British Columbia.

Parent Advisory Councils (PACs) and District Parent Advisory Councils (DPACs)

Funds must be used to benefit students by enhancing extracurricular opportunities. See Section 3.3.

4.2 What types of programs are ineligible for grant funding?

The following sectors/programs are ineligible for funding:

- Adult arts, culture and sports;
- Playground grants (PAC grants may be used to purchase playground equipment); and
- Environment (Organizations that provide environmental awareness programs may be eligible for funding in the education community subsector of the human and social services sector).

The following grant program is not available until further notice:

- Major Capital Project grants.

Programs that generally provide services exclusively to an organization's membership are ineligible. These would include, but not be limited to:

- Subsidized housing programs; and
- Vocational training programs.

Programs that do not deliver an immediate service to the community, such as research, are ineligible. In addition, any program whose beneficiaries are outside of British Columbia is ineligible.

4.3 What criteria are used when assessing a program?

For a program to be eligible for funding, an organization must demonstrate that it has delivered the program within British Columbia for at least 12 months. Programs should also have:

Clear community benefit:

- Measurable benefits from the program.
- Demonstrated response to strong community interest or proven community priority.

Accessibility and inclusiveness:

- Opportunity for others to participate in the program, regardless of age, ability, ethnicity, gender, religion, income or sexual orientation, wherever possible.

Sustainability and lasting impact:

- A viable plan for ensuring resources are in place to continue the program.
- Potential for long-term community benefit from the program.

Community support:

- Financial or in-kind contributions (donated cash, labour, professional services, equipment, materials), corporate sponsors, and individual donors.
- Letters of support from others knowledgeable about the sector, community or program.
- Involvement of multiple partners (private, public or non-profit sector) in planning, doing or evaluating the program's activities.

5. USING COMMUNITY GAMING GRANT FUNDS

5.1 How can community gaming grant funds be used?

Grant funds must be used within British Columbia to cover costs essential to the direct delivery of an approved program within the community.

Eligible costs include, but are not limited to:

- Operational costs attributable to the delivery of the approved program, including but not limited to items such as wages, utilities, facility rental, supplies, etc.
- Rental or purchase of equipment essential for the delivery of the approved program.
- Travel essential to the direct delivery of the approved program.
 - Out-of-province travel must be pre-approved by the branch and will be approved only in exceptional circumstances, such as:
 - representing the province as a result of merit achieved through organized competition
 - regional amateur competition in a recognized league that involves cross border travel, or

- medical treatment that is unavailable in the province.
- Capital acquisitions required for the delivery of an organization's eligible programs, such as computers, furniture, or vehicles, which will be owned by the organization.

Upon dissolution of an organization, all unused gaming funds and assets purchased with gaming funds must be transferred to the Minister of Finance, or if those assets are not in a form that can be easily transferred to the Minister of Finance, then to another eligible organization within BC.

5.2 How soon must community gaming grant funds be disbursed?

Your organization must disburse its grant funds within 12 months of their receipt. If your organization cannot disburse its funds within the required timeline, it must request approval from the branch, in writing, to retain the funds for a longer period.

5.3 Can community gaming grant funds also be used for capital projects?

NOTE: Major capital project grants are not available until further notice.

Capital projects include the construction of new facilities, renovation or maintenance of existing facilities and property development.

If a capital project has a total cost of \$20,000 or less and is essential to the delivery of an approved program, it may be included as one of the planned expenditures. A separate application form or pre-approval of the project is not required.

Separate from a community gaming grant, a limited amount of grant funding is available for major capital projects, which have a total cost of more than \$20,000. To be approved for a separate grant, major capital projects must provide significant community benefit and be accessible to the public. A major capital project grant will not be provided unless the applicant organization provides matching funds.

Applicants must meet all eligibility requirements outlined in section 3.1. To apply for a major capital project grant, please complete and submit an Application for a Major Capital Project Grant.

Applications for major capital project grants are received between October 1 and November 30 of each year, with approved grants paid by March 31 of the following year.

5.4 Can community gaming grant funds be used for scholarships or bursaries?

A scholarship is provided to a student for post-secondary education on the basis of academic merit. A bursary is provided to a student for post-secondary education on the basis of financial need.

Scholarships or bursaries may be an eligible disbursement where:

- The scholarship/bursary program is offered by an eligible organization whose Board determines the selection criteria and procedure; and
- The group from which the scholarship/bursary recipient is selected is not primarily comprised of the organization's members or their families.

5.5 Can community gaming grant funds be used for special events?

Special events, such as annual festivals, may be an eligible disbursement where:

- The event is part of an ongoing program being delivered by an eligible organization;
- There is direct benefit to the community throughout the year; and
- There is community benefit through free or subsidized performances.

For eligibility details, see section 4.1.

5.6 Is there anything for which community gaming grant funds cannot be used?

Grant funds cannot be used for:

- Costs not related to the direct delivery of an organization's eligible programs;
- Travel that is social, recreational or invitational in nature or travel for Annual General Meetings, Board meetings, retreats, conferences or inter-league tournaments;
- Out-of-province or out-of-country aid;

- Past debt, loan or interest payments;
- Sustaining or endowment funds;
- Professional development of staff; or
- Subsidizing the procurement of a contract or for subsidizing services for which the organization is contracted and/or funded.

5.7 What acknowledgement is required?

The grant recipient must acknowledge the financial assistance of the Province of British Columbia in all project publicity and documentation (including any signage used for funded capital projects) by displaying the following written acknowledgement:

"We acknowledge the financial support of the Province of British Columbia."

6. APPLYING FOR A COMMUNITY GAMING GRANT

6.1 How does an organization apply for a community gaming grant?

Organizations must submit the appropriate application form by the required deadline.

Application for a Community Gaming Grant is for eligible community organizations seeking funding for ongoing programs to their communities.

Application for PAC/DPAC Community Gaming Grant Funding is for use by PACs and DPACs.

Application for Major Capital Project Grant is for eligible community organizations wishing to apply for a grant to assist with funding a capital project with a total cost of \$20,000 or more.

Not available until further notice.

Application forms can be obtained from any Gaming Policy and Enforcement Branch office or government agent's office and downloaded from www.hsd.gov.bc.ca/gaming/grants/forms-guidelines.htm.

6.2 Can more than one application be submitted annually?

Only one Application for a Community Gaming Grant will be accepted per fiscal year of an organization.

A separate Application for a Major Capital Project Grant may also be submitted.

6.3 What are the deadlines for applying?

Complete application packages must be received in the branch's Victoria office by the appropriate deadline date.

Late or incomplete applications will generally be returned to the applicant without being processed.

Program Type	Annual Application Timelines
Arts and Culture	Apply between February 1 and May 31. Notification by August 31.
Sports for Youth and People with a Disability	Apply between February 1 and May 31. Notification by August 31.
Public Safety	Apply between July 1 and August 31. Notification by November 30.
Human and Social Services including Service Organizations	Apply between August 1 and November 30. Notification by February 28.
Parent Advisory Councils and District Parent Advisory Councils	Apply between April 1 and June 30. Notification by September 30.

Environment	Not available. Apply between July 1 and August 31. Notification by November 30.
Major Capital Project Grant for projects exceeding \$20,000	Not available until further notice. Apply between October 1 and November 30. Notification by March 31.
Playground Grants	Not available. Apply between October 1 and November 30. Notification by March 31.

7. ACCOUNTABILITY FOR COMMUNITY GAMING GRANT FUNDS

All conditions, including reporting requirements, for all types of gaming funds previously received by an organization must be satisfied before another application will be considered.

This includes, but is not limited to:

- Maintaining a separate gaming account in the organization's full name;
- Having the organization's full name and the words "Gaming Account" imprinted on the account cheques;
- Making all disbursements from the gaming account in accordance with specified grant conditions;
- Ensuring that cheques issued against the gaming account are signed by two signing authorities, at least one of whom must be an officer of the organization;
- Submitting a Gaming Account Summary Report within 90 days of the organization's fiscal year end, detailing all gaming funds received and disbursed and describing how the broader community benefited from the programs/services supported by community gaming grants;
- Ensuring that records of cheques issued from the gaming account are accessible as part of the organization's gaming records; and
- Retaining all forms, records and receipts obtained from disbursement of gaming funds for a period of five years from the end of the fiscal year in which the funds were received. Complete records of all volunteered hours, material and equipment donations that comprise the 25 per cent local funding requirement must be retained as part of the organization's gaming records.

8. RECONSIDERATION OF DECISION REGARDING AN APPLICATION

Organizations may request that the branch reconsider its decision regarding an application for a community gaming grant.

A request for reconsideration must be submitted in writing to the Executive Director, Licensing and Grants Division, within 30 days of notification of the denial. The request must clearly state the reasons for requesting the decision be varied or overturned.

In the request the applicant may provide only clarifying information that addresses a possible misinterpretation(s) by the branch of the information submitted with the original application.

New information or documents that substantively change the original application are not admissible in the reconsideration request.

The Executive Director will conduct a thorough review to ensure the branch's procedures, rules and conditions were applied fairly and properly, and will either vary or uphold the original decision. The written decision of the Executive Director will be the final step for that application. The decision will be sent to the affected organization within 60 days of receipt of the written request for reconsideration.

For more information about the Internal Review process, please see:

<http://www.hsd.gov.bc.ca/gaming/legislation-policies/docs/internal-review-procedures.pdf>

9. CONTACT INFORMATION

Head Office

Mailing address:

Gaming Policy and Enforcement Branch
 Ministry of Housing and Social Development
 PO Box 9310 Stn Prov Govt
 Victoria BC V8W 9N1

Location (for courier deliveries or visiting in person):

3rd Floor, 910 Government Street
 Victoria BC V8W 1X3

Telephone: 250 387-5311

Facsimile: 250 356-8149

E-mail: gaming.branch@gov.bc.ca

Web: www.hsd.gov.bc.ca/gaming/

Lower Mainland Regional Office

Gaming Policy and Enforcement Branch
 Ministry of Housing and Social Development
 220 – 4370 Dominion Street
 Burnaby BC V5G 4L7

Telephone: 604 660-0245

Facsimile: 604 660-0267

Interior Regional Office

Gaming Policy and Enforcement Branch
 Ministry of Housing and Social Development
 200 – 1517 Water Street
 Kelowna BC V1Y 1J8

Telephone: 250 861-7363

Facsimile: 250 861-7362

Northern Regional Office

Gaming Policy and Enforcement Branch
 Ministry of Housing and Social Development
 211, 1577 – 7th Avenue
 Prince George BC V2L 3P5

Telephone: 250 612-4122

Facsimile: 250 612-4130

Other Key Contacts

Audit and Compliance Division (Lower Mainland).....	604 660-0245
Investigations Division (Lower Mainland).....	604 660-0245
Licensing and Grants Division (Victoria).....	250 387-5311
Registration and Certification Division (Victoria).....	250 356-0663

Conditions



Conditions for a Community Gaming Grant

(NOTE: The community gaming grant program is a consolidation of the former direct access and bingo affiliation grant programs.)

The recipient of a community gaming grant must comply with the following conditions:

General Requirements

1. The grant recipient shall at all times fully comply with all provisions of the Gaming Control Act, all regulations and rules under the Gaming Control Act, all policies published by the Gaming Policy and Enforcement Branch (the branch), and all directives issued by the general manager, whether enacted, published or issued before or after the date the grant was approved, and as amended from time to time.
2. The grant recipient shall fully comply with all other applicable enactments of the Province, all applicable federal laws and applicable municipal bylaws.
3. All of the information contained in and submitted with the grant recipient's application for a community gaming grant must be true and correct.
4. All payments of grant monies to the grant recipient are subject to an authorizing appropriation under the Financial Administration Act.

Funding Acknowledgement

5. The grant recipient must acknowledge the financial assistance of the Province of British Columbia in all project publicity and documentation (including any signage used for funded capital projects) by displaying the following written acknowledgement:

"We acknowledge the financial support of the Province of British Columbia."

Use of Grant Funds

6. Grant funds may only be used within BC to cover eligible costs essential to the delivery of an approved program, including, but not limited to:
 - a. Operational costs directly attributable to the delivery of the program, such as wages, utilities, facility rental, supplies, etc.;
 - b. Rental or purchase of equipment essential for the delivery of the program; or
 - c. In-province travel essential to the direct delivery of the program.
7. Grant funds cannot be used for the following ineligible costs:
 - a. Costs not related to the direct delivery of the approved program;
 - b. Travel that is social, recreational or invitational in nature or travel for annual general meetings, board meetings, retreats, conferences or inter-league tournaments;
 - c. Out-of-province or out-of-country aid;
 - d. Past debt, loan or interest payments;
 - e. Sustaining or endowment funds;
 - f. Professional development of staff;
 - g. Subsidizing the procurement of a contract or for subsidizing services for which the organization is contracted and/or funded; or
 - h. Out-of-province travel or expenditures, unless approved in writing by the branch.
8. Grant funds cannot be used for purposes not approved by the branch but may be redistributed amongst the grant recipient's approved programs. Any redistribution of funds must be documented in the financial information accompanying future applications for grant funding.
9. The grant funds must be fully disbursed within 12 months of receipt, unless otherwise approved in writing by the general manager, and can be applied to eligible disbursements incurred any time during the organization's fiscal year in which they were received.
10. If an approved program is cancelled before the grant funds are fully disbursed, all remaining funds must be used toward another approved program or returned to the Minister of Finance.

Major Capital Projects **(Not available until further notice)**

11. Major Capital projects include construction of new facilities, renovation of existing facilities, maintenance of existing facilities, and property development with a total cost of over \$20,000.

Conditions for a Community Gaming Grant

12. Gaming funds may be used for a major capital project that has been approved by the general manager.
13. Gaming funds awarded for major capital project costs may be accumulated for up to three years from the receipt of the gaming grant.

Service Organizations

14. Service organizations must donate the grant funds to other community organizations and programs, including approved capital projects, meeting eligibility criteria outlined in the Guidelines – Applying for a Community Gaming Grant.
15. Donations must directly benefit communities or community members, including individuals or families where relief is of a short-term nature or a one-time payment intended to relieve an exceptional or unusual condition or circumstance.
16. Service organizations may not use grant funds for their own programs unless the branch has provided written approval for the program since August 19, 2002, when the Gaming Control Act was proclaimed.
17. Service organizations cannot receive grant funds from another service organization and cannot donate grant funds to:
 - a. Another service organization; or
 - b. Agencies and/or programs outside of British Columbia.
18. Service organizations are responsible for monitoring the use of grant funds by the donation recipient and are required to immediately report to the branch any suspected or known instance where grants funds are not used for eligible purposes consistent with Conditions 1 through 13.

Financial Control Requirements

19. The grant recipient must:
 - a. Maintain a gaming account, specified in the organization's full name, for the exclusive purpose of receiving, holding and disbursing gaming funds, including any gaming funds received through licensed gaming, community gaming grants or gaming fund donations from service organizations.
 - b. Obtain cheques for the gaming account that have the organization's full name and the words "Gaming Account" imprinted on them.
 - c. Maintain gaming account records that clearly show the amount and purpose of each transaction.
 - d. As part of the gaming records, secure and retain all account and transaction records and receipts for all disbursements, including cancelled cheques, bank statements, bank transaction receipts, invoices and sale receipts for a period of five years from the end of the fiscal year in which the revenue was disbursed.
 - e. Keep a record of all volunteered hours, material and equipment donations that comprise all or part of the local funding requirement, and retain the information as part of the gaming records for a period of five years from the end of the fiscal year in which the revenue was disbursed.
 - f. Ensure the cheques issued against the gaming account are signed by at least two of the organization's signing officials; at least one of which must be an officer of the organization;
 - g. Use electronic transfers and/or automated debits from the gaming account only where the current board of directors has authorized the transactions in writing. The authorization document must specify the purpose and maximum dollar amount permitted for electronic transfers and/or automated debits, and must be included with the gaming account records.
20. Cash transactions from the gaming account are not permitted.

Audit and Financial Reporting Requirements

21. The grant recipient must file a Gaming Account Summary Report with the general manager, within 90 days after the end of the recipient's fiscal year.
22. From time to time, the grant recipient may be required to provide audited statements and other information the general manager may request.
23. The grant recipient will be audited periodically as required by the general manager. Any report resulting from those audits may be disclosed publicly, in compliance with the Freedom of Information and Protection of Privacy Act.

Suspension, Revocation and Repayment of Grant Funds

24. If, in the opinion of the general manager, any of these conditions are not satisfactorily met by the grant recipient, its agents or employees, the general manager may require the grant recipient to repay all or a portion of the grant funds, and/or suspend or revoke the grant. A fine or fines may also be imposed under section 98 of the Gaming Control Act.

Checklist



Community Gaming Grant – Pre-Application Checklist

Before starting to fill out the application form, please make sure you have the following information from your files at hand. This preparation will make applying faster and easier for you and will avoid unnecessary delays in processing by the Gaming Policy and Enforcement Branch.

NOTE: Environment sector grants are not available in fiscal year 2010/11.

Updates will be posted at:
www.hsd.gov.bc.ca/gaming/news/

APPLICATION PROCESSING TIME: Applications must be submitted within sector application periods (see www.hsd.gov.bc.ca/gaming/grants/community-gaming.htm). All applicants will be sent notifications indicating the results of their application by the final notification date for the sector they applied under (see previous link). If your organization has submitted an application but has not received notification by the final notification date, contact the Gaming Policy and Enforcement Branch (www.hsd.gov.bc.ca/gaming/eservice/resources/contact.htm).

NOTES:

- For online applications, do not click the "Next" button at the end of the application process (on the "Terms and Conditions" page) unless your application is complete. Once the terms and conditions are accepted the application is submitted.
- To print an online application, complete and print each screen before clicking the "Next" button. Once you have completed the application it cannot be printed.
- If attaching documentation to an online application, click the "Browse" button in the appropriate section to find the file on your computer. Once you have found the correct file, click "Add" to attach it to the application. Repeat as necessary to attach all relevant documents.

<input checked="" type="checkbox"/>	Required Information	Community Gaming Grant – Pre-Application Checklist
<input type="checkbox"/>	Organization information: <ul style="list-style-type: none"> • Full, legal name (if applicable); • Mailing address associated with the organization; and • Program/service or purpose of the organization. 	
<input type="checkbox"/>	Constitution and bylaws (This applies to organizations that are new to the branch and to organizations that have changed since their most recent application.) *	
<input type="checkbox"/>	Board of directors list, including their names, positions on the board, home addresses, e-mail addresses and phone numbers. *	
<input type="checkbox"/>	Total number of eligible voting members.	
<input type="checkbox"/>	Most recent annual general meeting minutes, including the election of the board and the number of eligible voting members who attended the meeting. *	
<input type="checkbox"/>	Complete financial statements for your organization: <ul style="list-style-type: none"> • Balance sheet from the previous fiscal year; * • Revenue and expense statements from the previous fiscal year; * • Current fiscal year's budget; * • Next fiscal year's budget; * and • The Gaming Account Summary Report for the previous fiscal year (if applicable). 	

* Online applicants must either provide a scanned copy of this information in PDF, JPG, DOC(X), or XLS(X) format or submit paper copies by mail. Mail-in applications must include paper copies of this information.

continues on the next page >>

Community Gaming Grant – Pre-Application Checklist

>> continued from the previous page

<input checked="" type="checkbox"/>	Required Information	Community Gaming Grant – Pre-Application Checklist
<input type="checkbox"/>	<p>Voided cheque from your gaming account (required of organizations that are new to the branch and those that have made changes since their most recent application). The voided cheque must be pre-printed by a financial institution and must include your organization's full name and the words GAMING ACCOUNT imprinted on it. *</p> <p>NOTE: Organizations new to the branch must open their Gaming Account <u>before</u> applying.</p>	
<input type="checkbox"/>	For each program, revenue and expense statements for the previous fiscal year. *	
<input type="checkbox"/>	For each program, budgets for the current fiscal year. *	
<input type="checkbox"/>	For each program, budgets for the next fiscal year. *	
<input type="checkbox"/>	<p>For each program:</p> <ul style="list-style-type: none"> • How long the organization has delivered the program; • How grant funds will be utilized; • The activities and delivery of the program (i.e. the activities provided and how they are delivered, community benefit, accessibility, sustainability and community support); • The number of people who will participate in, or benefit from, the program; • If applicable, a copy of the daycare licence; * • Sports organizations that are not provincial sport organizations must provide the total number of registered players, the number who are 18 years and under, and the number who are 19 years and older; * and • Scout and Cadet organizations must provide the total number of registered scouts / cadets. * 	
<input type="checkbox"/>	<p>Board positions, names, home addresses, e-mail addresses and phone numbers of 2 – 4 members of the organization associated with the application:</p> <ul style="list-style-type: none"> • Two must be named as Officers Responsible for the Application; • One must be named as the Submitter (an Officer Responsible may also assume this role); and • One must be named as the Contact Person (an Officer Responsible may also assume this role). <p>NOTE: The Contact Person must be accessible during regular office hours.</p>	

* Online applicants must either provide a scanned copy of this information in PDF, JPEG, DOC(X), or XLS(X) format or submit paper copies by mail. Mail-in applications must include paper copies of this information.



Application for a Community Gaming Grant

Gaming Policy and Enforcement Branch – Licensing and Grants Division

L&G File#: (for your organization)

Mail: PO Box 9310, Stn Prov Govt, Victoria, BC V8W 9N1
 Courier: 3rd Floor, 910 Government St., Victoria, BC V8W 1X3
 Telephone: (250) 387-5311 | Web: www.hsd.gov.bc.ca/gaming/

BEFORE YOU START

Use this form to apply for a community gaming grant to support community programs.

- Review the 'Guidelines – Applying for a Community Gaming Grant'. *
- Review the 'Community Gaming Grant – Pre-Application Checklist'. *
- Submit only one application for a community gaming grant per year.
- Applications can be completed and submitted using the online service at: www.hsd.gov.bc.ca/gaming/
- If applying by mail, use the **latest version of this form**. *
- Items in 'Section 5 – Additional Requirements (Application Attachments)' are required to complete this application.
- Late or incomplete applications will generally be returned to the applicant without being processed.
- Do not fax or e-mail your application, it will not be accepted.
- Confirm your application has been received by viewing application status at: www.hsd.gov.bc.ca/gaming/

* Available at: www.hsd.gov.bc.ca/gaming/grants/forms-guidelines.htm

NOTE: Do not use this form to apply for a major capital project grant or PAC/DPAC grant.

Sectors and annual application timelines:	
Arts and Culture (youth programs, and fairs, festivals and museums)	Apply between Feb 1 and May 31. Final notification by Aug 31.
Sports for Youth and People with a Disability	Apply between Feb 1 and May 31. Final notification by Aug 31.
Public Safety	Apply between Jul 1 and Aug 31. Final notification by Nov 30.
Human and Social Services (including service clubs/organizations)	Apply between Aug 1 and Nov 30. Final notification by Feb 28.
Environment	Not available in fiscal year 2010/11.

SECTION 1 – ORGANIZATION INFORMATION

PLEASE PRINT CLEARLY

Organization name: (as it appears on the constitution and/or certificate of incorporation if applicable)		
Organization mailing address: Unit, Street, and/or PO Box	City	Postal Code
Organization physical address: (if different than above) Unit and/or Street	City	Postal Code
B.C. society number: (if the organization is a registered society in B.C.)	On what date did your organization start operating? (approximate date)	Fiscal year end: (month and day)
General program/service(s) or purpose(s) of your organization: (e.g. food bank, meal program, youth sports programs, etc.)		

SECTION 2 – ORGANIZATION DETAILS

Sector: (this application is for grant funding for programs within which of the following sectors – choose one only – funding sector is based on purposes outlined in your organization's constitution)			
<input type="checkbox"/> Arts and Culture (youth programs, and fairs, festivals and museums)	<input type="checkbox"/> Sports for Youth and People with a Disability	<input type="checkbox"/> Public Safety	
<input type="checkbox"/> Human and Social Services (incl. service clubs/organizations)	<input type="checkbox"/> Environment (not available in fiscal year 2010/11)		
If Sports for Youth and People with a Disability was chosen, is your organization a provincial sport organization?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your organization a service club? (e.g. Lions, Elks, etc.)			<input type="checkbox"/> Yes <input type="checkbox"/> No
If your organization is a service club, list the recipient organization(s), or your own programs? (attach an additional sheet if necessary)			
Number of eligible voting members:	Number of board members:	Date of last annual general meeting: (DD-Mon-YYYY)	Number of voting members attending the last annual general meeting:

SECTION 3 – PROGRAM FUNDING REQUEST

List the programs for which you seek grant funding and indicate the amount being requested for each program. Attach an additional sheet if more space is required. For each program listed, Section 4 must be completed.

'Total Grant Request' cannot exceed \$100,000, unless the program is delivered province-wide. Organizations delivering programs in communities throughout the province may be approved for up to \$250,000.

If applying for capital project funding, see the last page of this application form.

Program name: (list the program names for which you are seeking grant funding)	Requested amount:
	\$
	\$
	\$
	\$
Total grant request:	>>> \$

SECTION 4 – PROGRAM INFORMATION

This section must be completed for each program listed in 'Section 3 – Program Funding Request'. If you have more than one program, print and complete this page for each.

Program name:	
Describe the activities and delivery of the program: (i.e. the activities provided and how they are delivered, community benefit, accessibility, sustainability, and community support – attach an additional sheet if necessary)	
How long has your organization delivered this program: (in years and months)	
What level of grant funding are you requesting for this program?	\$
Describe in detail how the grant funds will be used: (e.g. wages, rent, etc. – attach an additional sheet if necessary)	
Does this program receive any provincial or federal funding?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will the grant funds be used for out of province travel? (if YES, a 'Request for Out-of-Province Travel Approval' must be submitted with this application)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will the grant funds be used for a major capital project that has a total value greater than \$20,000? (if YES, see the information about using gaming funds for capital projects on the last page)	<input type="checkbox"/> Yes <input type="checkbox"/> No
How many people will participate in, or benefit from, this program?	
Does this program have a child care / day care licence(s)? (if YES, a copy of each must be submitted with this application)	<input type="checkbox"/> Yes <input type="checkbox"/> No

SECTION 5 – ADDITIONAL REQUIREMENTS (APPLICATION ATTACHMENTS)

<input checked="" type="checkbox"/>	The following are required to complete this application: (submit all necessary documentation with this application)				
Organization information:					
<input type="checkbox"/>	Constitution and bylaws	New applicants must submit their organization's constitution and bylaws. Repeat applicants must submit changes to their organization's constitution and bylaws.			
<input type="checkbox"/>	Board of directors list	Up-to-date information about the organization's board of directors must be provided; the list must include: names; addresses; home and work phone numbers; e-mail addresses; and positions held on the board.			
<input type="checkbox"/>	Annual general meeting minutes	Minutes from the organization's most recent annual general meeting must be provided. The AGM minutes must include verification that a democratic election of the board of directors was held. If the most recent election of the board was not held during the AGM, provide additional, dated documentation (meeting minutes) showing details.			
<input type="checkbox"/>	Sports organization information	Sports organizations that are <u>not</u> provincial sport organizations must provide the following information:			
		<table border="1"> <tr> <td>Number of registered players:</td> <td></td> </tr> <tr> <td>Number of registered players 18 years and under:</td> <td></td> </tr> </table>	Number of registered players:		Number of registered players 18 years and under:
Number of registered players:					
Number of registered players 18 years and under:					
<input type="checkbox"/>	Scout / cadet organization information	Scout / cadet organizations must provide the following information:			
		<table border="1"> <tr> <td>Number of registered scouts / cadets:</td> <td></td> </tr> </table>	Number of registered scouts / cadets:		
Number of registered scouts / cadets:					
Program information: (for each program, in section 3 and 4, for which funding is requested, provide the following)					
<input type="checkbox"/>	Program budgets (for the current fiscal year and next fiscal year)	Program budgets for the current fiscal year and next fiscal year (for each program for which funding is requested) must be provided. The program budgets must detail confirmed and potential revenue sources and all planned expenditures. Federal or provincial government funding, including contract or grant monies, must be clearly identified.			
<input type="checkbox"/>	Program revenues and expenditures (for the previous fiscal year)	Actual revenue and expenditure information for the programs from the previous fiscal year must be provided.			
<input type="checkbox"/>	Minor capital project quotes	If applicable, professional quotes for minor capital projects that will use gaming funds are required.			
<input type="checkbox"/>	Child care / day care licences	If applicable, provide copies of any child care / day care licences for the programs for which you are seeking funding.			
Financial information for the organization:					
<input type="checkbox"/>	Organization financial statements	Complete annual financial statements must be provided for the organization's previous fiscal year, including: <ul style="list-style-type: none"> Revenue and expense statements clearly showing all sources of revenue with gaming funds identified. Balance sheet listing all assets and liabilities of the organization and with restricted funds clearly identified. 			
<input type="checkbox"/>	Organization budgets	The organization's budget for the current fiscal year and next fiscal year must be provided. Include anticipated gaming revenue and expenditures.			
<input type="checkbox"/>	Gaming Account information	You must have a dedicated bank account, called the 'Gaming Account' in order to receive grant monies. The money for an approved grant will be transferred electronically to this account.			
		<input checked="" type="checkbox"/> Choose one of the following options:			
		<input type="checkbox"/> Gaming Account information is on file with the branch and there are no changes.			
	<input type="checkbox"/> I will include a copy of a void cheque from the Gaming Account with this application.				
<input type="checkbox"/>	Gaming Account Summary Report	This report must be provided for the previous fiscal year, if gaming funds were received during that year, or if there was a balance remaining in your gaming account. The Gaming Account Summary Report form is available on the Gaming Policy and Enforcement Branch website (www.hsd.gov.bc.ca/gaming/grants/forms-guidelines.htm).			

SECTION 6 – CERTIFICATION

My acceptance of this statement indicates that I confirm and acknowledge:

- I am a bona fide member of the organization (the "applicant") making this application, and my position, title or role within it is as indicated herein.
- I am authorized to complete and submit this application by and on behalf of the applicant.
- I confirm personally and on behalf of the applicant that all facts stated and information furnished in this application are complete and true.
- The applicant undertakes to comply with all provisions of the Criminal Code, the Gaming Control Act and the Gaming Control Regulation.
- The applicant undertakes to comply with all conditions, guidelines, rules and policies published by the Gaming Policy and Enforcement Branch ("GPEB") and all directives issued by the General Manager, whether published or issued before or after the date of this application.
- Upon dissolution of this organization, all unused grant funds and assets purchased with grant funds will be transferred to the Minister of Finance, or if those assets are not in a form that can be easily transferred to the Minister of Finance, then to another eligible organization within British Columbia.
- The applicant understands and confirms that any information submitted herein may be disclosed by GPEB publicly, in compliance with the Freedom of Information and Protection of Privacy Act.

Two board members of the organization (officers) who are responsible for the application: (both must sign this form)						
1	Position: (with the organization)		First name:		Last name:	
	Address: Unit and Street		City		Province	Postal Code
	Business phone number: (XXX) XXX-XXXX		Ext:	Home phone number: (XXX) XXX-XXXX		Cell phone number: (XXX) XXX-XXXX
	E-mail address: (provide a valid e-mail address)		Signature: X		Date signed: (DD-Mon-YYYY)	
	Position: (with the organization)		First name:		Last name:	
2	Address: Unit and Street		City		Province	Postal Code
	Business phone number: (XXX) XXX-XXXX		Ext:	Home phone number: (XXX) XXX-XXXX		Cell phone number: (XXX) XXX-XXXX
	E-mail address: (provide a valid e-mail address)		Signature: X		Date signed: (DD-Mon-YYYY)	
	Submitter: (if the submitter is one of the people above, include only their name below)					
	3	Position: (with the organization)		First name:		Last name:
Address: Unit and Street		City		Province	Postal Code	
Business phone number: (XXX) XXX-XXXX		Ext:	Home phone number: (XXX) XXX-XXXX		Cell phone number: (XXX) XXX-XXXX	
E-mail address: (provide a valid e-mail address)						
Contact Person: (if the contact person is one of the people above, include only their name below)						
4	Position: (with the organization)		First name:		Last name:	
	Address: Unit and Street		City		Province	Postal Code
	Business phone number: (XXX) XXX-XXXX		Ext:	Home phone number: (XXX) XXX-XXXX		Cell phone number: (XXX) XXX-XXXX
	E-mail address: (provide a valid e-mail address)					

SECTION 7 – DELIVERY METHOD

Results can be delivered to you by e-mail or by Canada Post, or you can view them by signing onto the Gaming Online Service with a BCeID username and password. For more information about BCeID, contact the branch.

<input checked="" type="checkbox"/>	Select your preferred delivery / notification method: (choose one only)	
<input type="checkbox"/>	E-mail (provide a valid e-mail address in the space to the right – ensure that your e-mail is set up to allow messages that are sent from Gaming Policy and Enforcement Branch e-mail addresses – gamingonlineservice@gov.bc.ca and gaming.branch@gov.bc.ca)	
<input type="checkbox"/>	Canada Post (your organization's mailing address will be used; if we do not have a mailing address on file, the physical address will be used)	
<input type="checkbox"/>	Gaming Online Service (using your BCeID account – must be a Business BCeID account that is registered with the branch)	

SECTION 8 – USING GAMING PROCEEDS FOR CAPITAL PROJECTS / ACQUISITIONS

Capital projects include construction of new facilities, renovation or maintenance of existing facilities, and property development. See section 5.3 of the 'Guidelines for Applying for a Community Gaming Grant'.

Minor Capital Project

- A project with a total cost of \$20,000 or less that is essential to the delivery of your organization's approved programs is considered a minor capital project.
- Include the project as one of the planned uses of grant funding described for the program in Section 4 of this application form (please note, this is not considered a separate program). A separate application form is not required.

Major Capital Project

- A project with a total cost of more than \$20,000 that is essential to the delivery of your organization's programs is considered a major capital project. Major capital projects must provide significant community benefit and be accessible to the public.
- Service organizations planning to donate grant funds to a major capital project must ensure the project has been pre-approved by the branch.
- Separate from a community gaming grant, an organization can apply for a major capital project grant. For more information about the major capital project grant, refer to the 'Application for a Major Capital Project Grant'.

Capital Acquisitions

- Equipment essential for the direct delivery of an approved program (e.g. computers, furniture or vehicles) are considered an expense of the program.

The information requested on this form is collected under the authority of the Gaming Policy and Enforcement Branch pursuant to the Gaming Control Act. The information provided will be used to assess your eligibility for a community gaming grant. Questions may be directed to the Gaming Policy and Enforcement Branch, Ministry of Housing and Social Development, Victoria.



Internal Review Procedures
(Reconsideration and Administrative Review Hearings)

Updated April 1, 2010

Licensed Gaming
Sanctions Related to Community Gaming Grants
Registration

Ministry of Housing and Social Development
Gaming Policy and Enforcement Branch

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Amendments

April 1, 2010 Revisions

GRANT PROGRAMS CONSOLIDATION	<ul style="list-style-type: none"> • The community gaming grant program is a consolidation of the former direct access and bingo affiliation grant programs.
STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Decisions regarding organizational eligibility or the amount of grant funding may be eligible for reconsideration.

August 27, 2009 Revision

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Decisions regarding organizational eligibility, or the amount of grant funding, are final. They are not eligible for reconsideration.
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December 15, 2008 Revision

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Procedures respecting Horse Racing have been removed and are now in a separate document.
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November 1, 2007 Revision

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Decisions respecting the eligibility of a horse in a given race are eligible for Reconsideration, but cannot be sent for an Administrative Review Hearing.
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April 30, 2007 Revision

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Decisions respecting the denial, non-renewal, cancellation, suspension or imposition of conditions of a Class D gaming event licence are eligible for Reconsideration, but cannot be sent for an Administrative Review Hearing.
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August 2, 2005 Clarifications

RECONSIDERATION INFORMATION	<ul style="list-style-type: none"> • Clarified that new witnesses may only be heard at the Reconsideration stage at the discretion of the Director. • The time period within which the Director's written decision must be sent to the affected organization or individual has been extended to 60 days from the date the written request for Reconsideration was received (formerly 30 days).
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May 10, 2004 Clarifications

INTRODUCTION	<ul style="list-style-type: none"> • Clarified the delegation of decision-making authority. • Clarified affected persons or organizations will receive a letter outlining the reasons for the decision. • Clarified that a panel conducts Administrative Review Hearings.
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Amendments (cont'd)

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Clarified the difference between Reconsideration and an Administrative Review Hearing. • Clarified that only one reconsideration may be requested per application. • Clarified what the panelists can review. • Clarified decisions respecting the denial, non-renewal or cancellation of gaming worker registration due to withdrawal of an offer of employment by the employer, or termination of employment by the employer can not be sent for Reconsideration or to an Administrative Review Hearing.
RECONSIDERATION INFORMATION	<ul style="list-style-type: none"> • Clarified when a Reconsideration may be requested. • Clarified what new or additional information can be submitted for the Reconsideration process through a new question.
ADMINISTRATIVE REVIEW HEARING INFORMATION	<ul style="list-style-type: none"> • Clarified requests for an Administrative Review Hearing must be made in writing to the Deputy General Manager of the Gaming Policy and Enforcement Branch. • Clarified when proceedings are audio or video taped, transcribed or otherwise recorded, and how applicants can access those records. • Clarified the appointment and role of the Registrar. • Clarified the General Manager will decide whether to refund the application fee when a Review Hearing is dismissed or otherwise not held. • Clarified that the Registrar must receive the required information no later than five days before the start of the Hearing. • Clarified what new or additional information can be submitted for the Review Hearing process. • Clarified that the Review panel may vary the Review Hearing proceedings in order to ensure fairness to all parties.

Revision

STAGES OF INTERNAL REVIEW	<ul style="list-style-type: none"> • Decisions respecting the denial, suspension or revocation of an application for Certificate of Affiliation to a bingo hall can no longer be sent for an Administrative Review Hearing.
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Internal Review Procedures (Reconsideration and Administrative Review Hearings)

1. INTRODUCTION

The General Manager of the Gaming Policy and Enforcement Branch (the Branch) is empowered, under the *Gaming Control Act*, to make certain decisions in respect to gaming in British Columbia. In some cases, the General Manager has delegated decision-making authority to specific staff in the Branch. When Branch staff makes a decision that may be contrary to the interests of a particular party, the affected party may ask for a review.

In all such instances, the affected person or organization will receive a letter outlining the reasons for the decision. At that time, they may request a Reconsideration of the decision by the appropriate Director in the Branch.

If the Reconsideration decision of the Director is unsatisfactory to the party, where permitted, they may request an Administrative Review Hearing. There is a \$500.00 application fee for an Administrative Review Hearing. A panel of one or more persons will conduct the hearing and make recommendations to the General Manager. After reviewing the recommendations, the General Manager will either uphold or vary the decision. If the party is successful in having the decision overturned or varied, the \$500.00 fee will be returned to the applicant.

In general, these decisions relate to:

- Gaming event licences;
- Sanctions related to community gaming grants; or
- Registration of gaming services providers or gaming workers.

2. STAGES OF INTERNAL REVIEW

What are the stages of Internal Review?

The first stage in the Review process is Reconsideration by the appropriate Director. The second stage in this process is an Administrative Review Hearing, where permitted.

What is the difference between a Reconsideration and an Administrative Review Hearing?

Reconsideration is a comprehensive review of the original staff decision, conducted by the Director responsible for that area of the Branch, to ensure the program policies, guidelines, rules, and conditions were applied fairly and the decision made properly. Only one Reconsideration may be requested per application.

Should the Director uphold or vary the original staff decision, an individual or organization may, where permitted, request a further review at an Administrative Review Hearing.

An Administrative Review Hearing is an independent review panel adjudicated by one or more persons. Panelists review the original decision, if upheld, or the subsequent decision, if varied by the Director at the Reconsideration stage. After a hearing is held, the panel will provide a written recommendation to the General Manager of the Gaming Policy and Enforcement Branch.

The General Manager makes the final determination to uphold or overturn the original decision.

What decisions can be sent for Reconsideration and, if warranted, to an Administrative Review Hearing? See table below.

Gaming Event Licences

Decision	Reconsideration Process	Administrative Review Hearing
Denial, non-renewal, cancellation, suspension or imposition of conditions of a Class A, Class B or Class C gaming event licence	Yes	Yes
Denial, non-renewal, cancellation, suspension or imposition of conditions of a Class D gaming event licence	Yes	No
A written warning levied against a gaming event licensee	Yes	No
An administrative fine or penalty levied against a gaming event licensee	Yes	Yes

Gaming Grants to Eligible Organizations

Decision	Reconsideration Process	Administrative Review Hearing
Denial of a grant application	Yes	No
Level of funding awarded in a grant	Yes	No
A written warning levied against a grant recipient	Yes	No
An administrative fine or penalty levied against a grant recipient	Yes	Yes

Registration of a Gaming Services Provider or Gaming Worker

Decision	Reconsideration Process	Administrative Review Hearing
Denial, non-renewal, cancellation, suspension or imposition of conditions on a registration for a gaming services provider or a gaming worker	Yes	Yes
Denial, non-renewal or cancellation of gaming worker registration due to withdrawal of an offer of employment by the employer, or termination of employment by the employer	No	No
A written warning levied against a registrant	Yes	No
An administrative fine or penalty levied against a registrant	Yes	Yes

3. RECONSIDERATION INFORMATION

When to request a Reconsideration?

If you disagree with the written decision of Branch staff with regard to your grant, licence or registration application, you may request Reconsideration of that decision. Only one Reconsideration may be requested per application.

How to request a Reconsideration?

The request for Reconsideration must be made in writing to the appropriate Director, Gaming Policy and Enforcement Branch. Your request must be received by the Branch within 30 days from the date you were notified of the original decision.

Is there a cost to request a Reconsideration?

There is no charge to request a Reconsideration.

What information should the request for Reconsideration contain?

Your written request must specifically state why the Reconsideration is warranted and must clearly state:

- The name, address and telephone number of the party requesting Reconsideration;
- A mailing address, if different from above;
- The decision for which the Reconsideration is being sought (and the date, if known); and
- The date the decision was received.

Can new or additional information be submitted for the Reconsideration process?

New or additional information, including new witnesses, will not be accepted, except at the discretion of the Director.

For example, a document that introduces brand new information to an application, essentially creating a new or different application, would generally not be permitted for Reconsideration.

Which Director reconsiders the decision?

Reconsideration of a decision concerning a gaming event licence or a community gaming grant is undertaken by the Director, Licensing and Grants Division.

Reconsideration of a decision concerning the registration of a gaming services provider or gaming worker is undertaken by the Director of Registration.

What does the Director do with this request?

The Director will conduct a thorough review to ensure the program terms, policies, conditions and rules were applied fairly and properly, and will either vary or uphold the original decision.

The written decision of the Director will be sent to the affected organization or individual within 60 days of receiving a written request for Reconsideration.

If the original decision is upheld by the Director following Reconsideration, are there further ways to have the decision reviewed?

In some instances, a decision following Reconsideration may be further reviewed. This involves an Administrative Review Hearing, where an independent Review panel (adjudicated by one or more persons) hears evidence and provides a written recommendation to the General Manager, Gaming Policy and Enforcement Branch. The General Manager makes the final decision to uphold or overturn the original decision.

The only decisions that may be heard at an Administrative Review Hearing, as described in the tables above, are those concerning:

- Gaming event licences;

- Administrative fines or penalties levied against a gaming event licensee or grant recipient;
- Registrations of gaming services providers or gaming workers; and
- Administrative fines or penalties levied against a registrant.

All decisions of the Branch are subject to Judicial Review, should the affected party wish to have the decision reviewed by the Courts.

4. ADMINISTRATIVE REVIEW HEARING INFORMATION

When to request an Administrative Review Hearing?

- If a Director has made a Reconsideration decision that you disagree with;
- It was a Reconsideration of a gaming event licence, a registration issue, or specific fines or penalties (as outlined in the tables above), and;
- You have received written notification of this decision from the Director.

If the above criteria have been met, you may wish to begin the Administrative Review Hearing process.

How to request an Administrative Review Hearing?

The request for an Administrative Review Hearing must be made in writing to the Deputy General Manager, Gaming Policy and Enforcement Branch. Your request must be received within 30 days of when you were notified of the reconsidered decision.

What should your request for an Administrative Review Hearing include?

Your request must clearly state why the Review Hearing is warranted.

Your written request must also include the following information:

- The name, address and telephone number of the party requesting the Hearing;
- A mailing address, if different from above;
- The action, order, or decision for which the Hearing is being sought (and the date, if known); and
- The date when the action, order, or decision was received.

Is there a cost to request an Administrative Review Hearing?

An application fee of \$500.00 is required in order for an Administrative Review Hearing to proceed. This fee is refunded if an original decision, fine or penalty is overturned or varied.

Who conducts the Review Hearing?

A Review panel consists of one or more members appointed by the General Manager. Panel members are independent of the Branch, and have no prior knowledge of the specific issues pertaining to the Review Hearing. A Registrar will be appointed to coordinate the hearing and ensure information is shared with all parties.

What is the role of the Registrar?

The Registrar is responsible for scheduling hearings, ensuring all relevant documents and materials are received and distributed to appropriate parties, and creating the official hearing record. The Registrar may place restrictions on the introduction of new information, and works closely with the Review panel to ensure established policies and procedures are followed.

The Registrar will assist with any inquiries regarding the Review Hearing process.

How are you notified of the Hearing?

Applicants will be given reasonable notice of the Administrative Review Hearing. Hearings will be scheduled at the earliest opportunity, upon receipt of written request.

The notice of Review Hearing includes:

- The time, date and place of the Review Hearing;
- The action, order, or decision concerned; and
- Reference to the Review Hearing procedural rules.

Who may be a party to a Review Hearing?

Any person or party considered appropriate by the General Manager or the Administrative Review Hearing panel may be a party to a hearing.

At the Review Hearing, a party may:

- Present arguments and submissions;
- Be represented by counsel or an agent;
- Call and examine witnesses; or
- Cross-examine witnesses.

The Review Hearing may be adjourned from time to time as required, and as directed by the panel.

Can an Administrative Review Hearing be held in-camera (privately)?

Yes, but only when the Review panel considers the subject matter sensitive enough to warrant a private hearing. The decision of the Review panel will be public record and evidence presented may become part of that record.

Will the proceedings be audio or video taped, transcribed, or otherwise recorded?

The Branch is not obligated to record the proceedings of a Reconsideration or an Administrative Review Hearing, but in some cases may choose to do so. The applicant may request that an official record be made at his or her own cost. The Registrar must be given notice of such a request in advance of the hearing date. The final decision as to the recording of the proceedings will be made by the panel Chair.

What happens if a party to a Review Hearing does not appear?

The Review panel may proceed in their absence. The applicant may not be entitled to further notice of the proceedings or another Review Hearing. The \$500.00 application fee may not be refunded.

When is a Review Hearing not held?

If all parties to the Review Hearing agree, the Hearing may be dismissed, adjourned, withdrawn or conducted in a modified form at the discretion of the panel. The application fee may not be refunded. The General Manager will decide whether to refund the application fee.

What do I need to prepare for a Review Hearing?

At the request of the Review Panel, both the applicant and Branch staff are required to submit the following information:

- A list of attending representatives;
- The documents intended to be relied upon in the Hearing; and
- An outline of intended submissions.

This information must be received by the Registrar no later than five days before the start of the Hearing and will be shared with the Review panel and all parties.

Can new or additional information be submitted for the Review Hearing process?

Generally speaking, new information will not be accepted, except in special circumstances.

New information would include, for example, a document that introduces brand new information to the application, essentially creating a new or different application.

Additional or clarifying information may be accepted. This could include documents that support previously submitted information.

New or additional information will be considered at the discretion of the panel Chair.

Order of proceedings

Review Hearings will generally proceed as follows (the order may vary as directed by the Review panel):

- Introductions and an opening statement by the Review panel Chair to clarify issues and procedures;
- Presentation of the Branch staff position;
- Questions by the applicant and Review panel with regard to the Branch staff presentation;
- Presentation of applicant position;
- Questions by the Branch staff and Review panel with regard to the presentation of the applicant;
- Summation of evidence and argument of the Branch staff;
- Summation of evidence and argument of the applicant;
- Closing remarks, Review panel Chair.

The Review panel may ask questions and examine or cross-examine witnesses during the hearing, and may allow the parties an opportunity to reply to other parties' arguments. The Review panel may vary these procedures in order to ensure fairness to all parties concerned.

5. THE FINAL DECISION**How are parties informed of the decision?**

The Review panel will forward a written recommendation to the General Manager.

The recommendation of the Review panel and the final decision of the General Manager will be mailed or delivered to all parties to the Review Hearing within 60 days.

If the original decision is upheld following an Administrative Review Hearing, are there further ways to have the decision reviewed?

Judicial Review of a decision may be pursued.

Questions about the Internal Review process (including Reconsideration and Administrative Review Hearings) may be directed to the Gaming Policy and Enforcement Branch.

Policy, Responsible Gambling and Business Services Division

Gaming Policy and Enforcement Branch

910 Government Street, 3rd Floor

PO Box 9311 STN PROV GOVT

Victoria BC V8W 9N1

Telephone: 250 387-5311 (Victoria)

Facsimile: 250 356-8149 (Victoria)

Or e-mail: Gaming.Branch@gov.bc.ca

Enquiry BC (toll-free access)

Dial 1-800-663-7867 and ask to be connected directly to 250 387-5311.

Lower Mainland residents please call 604 660-2421 and ask to be connected directly to 250 387-5311.

Appendix A.5

PROPOSED BUDGET

WEST VANCOUVER SOCCER CLUB

BUDGETED INCOME STATEMENT
FISCAL YEAR ENDED MARCH 31,
2012

<u>Club PROFIT (Loss)</u>	<u>Notes</u>	Fiscal 2012 Budget (1)	Fiscal 2011 Budget (1)	Fiscal 2010 Budget (1)
Revenues				
Registration		\$ 546,825	\$ 475,500	\$ 432,955
Less: Allocation of fees to capital budget			-7075	
FIFA U20 Recovery				
Donations				3,893
Interest		2,000	2,000	2,000
Lost Uniform				520
Uncategorized Income				
BC Community Gaming Grant		100,000		
Sponsorship		2,500		
TOTAL REVENUE		\$ 651,325	\$ 470,425	\$ 439,368
Expenses				
Administration (Registrar)		15,000	15,000	13,344
Marketing		14,035	4,000	
Assistant Head Coach		36,000	36,000	34,525
Bank Service Charges		400	400	200
Bookkeeping		1,000	1,000	1,000
Consulting		2,000	2,000	
Coaching Clinics and Materials (+GK)		19,000	19,000	16,000
Dues		2,000	2,000	1,500
Equipment & Uniforms		42,000	42,000	42,000
Field Maintenance		2,000	2,000	1,000
Fields Master Plan/Strategic Planning		5,000	5,000	1,500
Head Coach		84,000	84,000	78,625
NSYSA Fees		90,000	90,000	82,174
Gym Rental		6,000	6,000	6,000
Meeting Expenses		6,500	6,500	6,000

Miscellaneous	1,500	1,500	1,200
Mulgrave Costs			660
Office Supplies and Equipment	2,500	2,500	2,000
Referees and Assignors	6,000	6,000	6,000
Scouting	8,000	8,000	7,000
Sponsorship	4,500	4,500	4,500
Staff Coaches	5,000	5,000	4,000
Street Soccer	20,000	20,000	18,000
Tryout Costs			
Team Photos	8,000	6,500	5,954
Telephone	2,000	2,000	2,000
Turf Rentals	78,000	78,000	70,000
Credit Card Charges	17,000	12,000	12,000
Website	15,000	11,000	5,000
Year End Trophies	12,000	12,000	7,917
Travel			
West Van FC - Men	1,800	1,800	6,220
Tournament Entry Fees	200	200	214
Audit Fees	5,000		
Scholarships (3 @ \$500)	1,500		
Marketing/Communications/HR	30,000		
Commission	3,566		
Excess Equipment Storage Locker	1,000		
Product Giveaways	5,000		
Total Expenses	\$ 552,501	\$ 485,900	\$ 436,533
NET INCOME LOSS from Club Activities	\$ 98,824	-\$ 15,475	\$ 2,835

**APPENDIX B – INTERVIEW
QUESTIONS/ANSWERS**

WVSC INTERVIEW

GENERAL

- 1) Please provide the following information, if available:
 - a) Organization Chart
 - No, but a list of positions available on website
 - Bill Sparling President (volunteer)
 - Collin Millar Vice President (volunteer)
 - Jammer Head Coach (full time)
 - Roz Jammers assistant (full time)
 - Mairi Lennox Secretary
 - Julie Walker Registrar
 - Claudia Scheduler
 - Patti Daum Treasurer
 - Six assistant coaches (casual hourly)
 - o academy programs
 - o scouting teams for west van
 - o games or practices to help team coaches
 - Every team has a volunteer coach
 - Assistant coaches are resources for team coaches
 - Board appoints all the coaches
 - Volunteer board of directors (see website)
 - Age group coordinators
 - o team selection process
 - o comments, complaints, etc
 - Mark Steven Risk management
 - Clark de Boer Equipment Manager?
 - Garry Parks and Recreation front guy?
 - b) Written Procedures and Policies
 - See handbook for existing policy and procedures. All else unwritten.
 - Every coach needs a criminal record check (\$25) every three years
 - c) Map of locations
 - See Ambleside map
 - d) Job descriptions
 - Leo Nash (assistant coach) preparing job descriptions. See website.
- 2) Where can we locate information about the WVSC other than the website and speaking with you?
 - Julie Walker (registrar)
 - Mairi Lennox (secretary)
 - Patti Daum (treasurer)
 - Claudia Sparling(scheduler)
- 3) What are the problems you are currently experiencing?
 - a) Communication within the Club
 - Website and email

- b) Lack of a sense of a Club
 - There is currently no central club house location
 - Use to have a space that no one used and is now being renovated
 - Old clubhouse facility had change rooms and office space with loud propane/ electric heater
 - Phase one new facility being built doesn't address problem (four change rooms, office, storage space)
 - Phase two expand upward for a bar, meeting space, kitchen, physio therapy or event space
- c) Lack of funding sources
 - Able to run daily operations but not build capital
- d) Lack of field space and facilities
 - Artificial turf and gravel fields are all weather
 - Grass fields cannot be used if waterlogged or frozen
 - Fields are booked from the city and shared with field hockey
 - Friday afternoon decision as to where the team will be playing
- e) Organization structure
 - Lack of clear roles/job descriptions and a chain of command
 - Parents of players are involved with organization
 - Organize club more businesslike with subcommittees reporting to board of directors
 - Tournament/ political/ fundraising/ facilities/etc committees
- f) Development of youth coaches
 - There is no formal structure
 - Volunteer coaching isn't set up properly
 - Need internal structure of developing volunteers perhaps like Coquitlam Metroford models
- g) Lack of income to fund ongoing program and to build up capital in the long term
 - Refurbishing fields D and E. Change to artificial turf and build club house.
 - Rented from the district. Budgeted \$100,000 to rent turf for the year.
- h) Getting community and donors to understand the value of the WVSC
 - Home model – partnering with field hockey
 - Rugby has one field at Klahanie
- 4) To understand WVSC what are the key things we should see or experience?
 - Claudia sends schedule for games and practices
 - Weekend games 8am to 10am
 - See bcsoccer.com for schedules
- 5) What do you want us to avoid focusing efforts on?
 - None

OPERATIONS

- 6) Describe the programs offered by the WVSC?
 - Elementary school workshops. Letters get sent to school. Average 2 to 4 workshops during lunchtime.
 - Spring and summer camps. Nine weeks. Fun in the sun/ High performance.
 - Academy Programs for player development. Plus program training with professional coaches.
 - Street soccer Program on Saturdays. U5 to U7. One practice during the week for U6 and U7.
 - Mini Program. U8 to U10. One game one practice.

- Super 8 Program. Only 8 players. U11 and U12. This year add U9 and U10. Top teams two practices and one game. Plus program extra.
 - Divisional play. U13 to U18 in gold silver and bronze. Gold and silver two practices with one optional extra individual academy training.
 - “Cradle to Grave” Goal to make every player into a lifelong player.
 - 2011 goal. men and women U21 program, premier teams (<35), master division (35<)
 - The Game
 - o September to March playing season then playoffs/ provincial cup that extend March to June
 - o All age drop in for training Friday nights
 - o End of season team formation committee pick teams for next year categorized into gold silver and bronze drawn from coaches assessments
 - o Various districts work together (North shore and Burnaby)for high performance division in replacement for metro league
 - o Under BC soccer hierarchy : North Shore (west and north van)Vancouver Richmond etc
 - o WVSC pay fees to North Shore. North Shore remits fees to BC soccer.
 - In Reality
 - o Volunteer coach or manager of a team has own kid playing on that team
 - o Collin comes in to take over when a team no longer has a coach
 - o Some teams will hire coaches out of own pocket if there is no one with the skills available
- 7) Does WVSC have a Value or Mission statement?
- Yes, see handbook
- 8) Describe the key values of your organization
- Inclusivity and equality of players of all ages and abilities
 - Development of players to the best of their ability
 - Community involvement
- 9) Provide a breakdown of your Employees and Volunteers
- Talk to Julie Walker
- 10) Discuss/describe the key aspects of the WVSC
- a) What are the critical jobs?
- i) Who performs these?
 - All jobs are critical
 - Jammer/ Roz/ Assistant Coaches
 - Claudia. Schedules games and practices
 - Julie. Administration and registration
 - Patti. Treasurer
 - Gary. Parks and recreation front guy
 - ii) Is there a job that is not being committed to or fulfilled to the level of what the club would like?
 - Communication
 - Marketing
 - Alumni
 - Bookkeeping
- b) What are the critical processes?
- i) What processes are formal/official?
 - Registration
 - Team formation

- Scheduling
 - Coach selection
 - Age group coordination
- ii) What processes are not formal/official but should be
- Communication
 - Referee development with district
 - Master sports field plan with council. Sport forum for field sports organized by Mark Steven.
- 11) How many registrations are received in one year on average?
- Before the recession, the average registration # was around 2,100. After the recession, the registration # dropped to 1,850
- 12) If not described above what is the procedure for the following and are there resources available?
- a) Booking a field
- Claudia is the scheduler
 - Fields availabilities are first come first serve
- b) Registering new members
- All registration is done online
 - Every player has a photo ID with name, dob, team, registration number and year
 - Card night in September processes cards and birth certifications on file
 - Coaches keep cards and gives to referees at the beginning of the game
- c) Hiring new employees and recruiting
- Bill, Collin, Jammer sit and talk with recruit
 - Emphasis on non profit society and volunteer organization
- d) Measuring work performance
- Immediate feedback
- e) Ordering
- i) Equipment
- Colin's credit card. However, Julie said this is changing – She said Colin's credit card will be used for emergency purposes. Julie sometimes uses her credit card as well (for camp emergencies)
- ii) Uniforms
- Identified beforehand in standard annual order by January
 - Soccer Express Adidas sponsorship \$5000
- iii) Office supplies
- None
- iv) Other
- Supplier invoices WVSC
- 13) What is the busiest time of year?
- February registration
 - March to July player assessments/ team formations/ team lists
 - September season starts
 - December budgeting for next year
- 14) How is the organization structured?
- Board meetings once a month on second Monday
 - December or January is budget processing and planning for next season

- See minutes for board meetings from secretary Mairi Lennox
- 15) Is there a recognition and rewards program in place?
- Annual awards night for teams
 - Life membership award
 - Nothing else for volunteers
- 16) What types of communication are used in the organization?
- Sidelines newsletter dropped after website launch
 - The main reason the website was launched was to handle online registrations only (not intended for information)

MARKETING/SALES

- 17) What is the current marketing strategy?
- Jammer/Roz sends information to Julie then Julie to clients
 - Website (contracted out to Randy)
 - Word of mouth
- 18) Is there a formal marketing plan?
- None
- 19) Who are your customers?
- Parents of children and adult players in West Vancouver
 - All customers are equally ranked
- 20) What is the WVSC doing to develop its customer base?
- Community parade/day in June in the past
 - Flyers to elementary schools then placed in newsletters
 - Assistant coaches run programs at schools
 - Northshore news ads for summer camps
- 21) What do you think WVSC should be doing to develop its customer base?
- Facebook/ Twitter/ local newspaper
 - Link with Whitecaps or national team
- 22) Who are WVSC's competitors?
- Northshore Girls Soccer Club
 - North Van FC
 - Metroford Coquitlam FC
 - Surrey United
 - Richmond Boys FC
 - Langley United
 - Abbotsford FC
 - Roman Tulis Burnaby (private exclusive invitation only)
 - Total Soccer Systems Sports Town Richmond
 - European Football School Squamish Nation Reserve under Lions Gate Bridge (Saibo)
- 23) How can we access to the club's clients in order to get some feedback (Survey)?
- Julie is waiting for approval before she distributes the surveys
- 24) Do you find the WVSC website effective?

- No. Side note from the meeting with Julie – she said the original intention of the website was to offer online registrations to players.

25) What changes do you feel should be made to the website, if any?

- User friendly layout and navigation
- Frequent updates with scoreboard and rankings for teams

FINANCIAL

- Academy and Summer camps are separate then consolidated at the end of the year

Systems

26) What type of accounting system is in place (e.g. Manual or computerized)? Computerized

(a) If computerized, what type of software is used?

- QuickBooks is installed on Patti and Julie's home computers

27) What reconciliation system is in place (e.g. Excel)? There is a feature in Quick Books that is used

(a) How often is a reconciliation performed?

- Patti performs a monthly reconciliation for the club account

Financial statements

28) Where are the financial statements and source documents physically stored?

- Everything is electronically stored on the home computers of Patti and Julia.
- Patti prints the financial statements from home, brings them to her office, scans them and e-mails the statements to the Board from work.
- Patti also prints a set of financial statements for the Board for the monthly BOD meeting
- Patti keeps a printed set of financials stored in her home

29) Who has access to the financials?

- Anyone who attends the monthly BOD meeting can see the financial statements
- Mainly the only attendants of the meetings are Board members

30) How many people are involved with the accounting procedures (e.g. recording, reconciliation)?

- Claudia (Bill's wife) has co-signing authority of the Referee Account
- Patti handles the Club account
- Julie handles the Academy account
- Carolyn (Collin's wife) is going to be trained by Patti to handle the day-to-day transactions to take some of the workload off of Patti.
 - o At this time, Patti is unsure how involved she will be with the WVSC, if the training with Carolyn does not go very well, Patti will remain as active as she is now.

31) Do you have (credit) accounts with your suppliers or pay with cash?

- Soccer express head office
- Whiting provider
- Trucking firm
- Tidy lock and key
- Others : Colin's credit card

Processes

32) What is the financial process for purchases (e.g. equipment) for the WVSC?

Patti receives an invoice from a supplier (after approval from Colin) then she pay's the invoice within 30 days

- (a) Is authorization required for large purchases?
 - Yes

- (b) Who authorizes the purchases (e.g. Board of Directors)?
 - Bill, Collin, Clark

33) What is the financial process for the registration payments?

- All registration is completed online and the WVSC pays small processing fee
- Most payments made by parents/players are received through the website by credit cards
- Those that choose to pay with a cheque are directed to mail their payment.
 - o The mail is picked up by Claudia who records the cheque payment in the system and hands over the cheques to Patti who deposits the cheques into the bank account

- Julie handles all registration refunds
 - o If there is a medical reason or if the player is moving they'll receive a full refund
 - o For all other reasons, the WVSC charges a \$50 handling fee for refunds
 - o For refunds for payments made by cheques, she'll issue a cheque for the appropriate amount (full refund or a refund less the \$50 fee)
 - o For credit card refunds, Julie basically performs a reverse transaction
 - look up the order number in the WVSC records
 - search the order number in Moneris
 - perform either a full refund or the refund less the \$50 handling fee
 - print a copy of the transaction for her records

34) What is the process for bill payments?

- An e-mail from Patti to Colin for confirmation that the invoice is valid
- When Patti receives approval from Collin, she'll pay the balance within 30 days

Miscellaneous

35) Do you keep accounting records of your clients (registration files)?

- Yes.
- For players re-registering, Julie will send an automatic e-mail reminder to parents/players giving the user name and password for the player
 - o The player's information will be automatically uploaded so they won't need to constantly enter the information.
 - o Changes to addresses, phone numbers can be updated in the system
 - o If there were e-mail changes that Julie was not informed about
 - The parents or players will have to e-mail Julie to request their forgotten login and passwords. (Julie spends a lot of time reminding people)
- The registration files are kept for two years after the last registration, afterwards they are purged to the central server that is handled by Randy (she's not sure how long the registration files are kept there)

36) Do you keep accounting records of your regular suppliers (e.g. for regular purchases)?

- Yes, it's all electronic

37) Is there a petty cash fund in place?

- No

APPENDIX C – EMPLOYEE SURVEY

Question 1

Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 7, 2011 10:04 PM	10 years
		Coach - 9 years
2	Mar 7, 2011 10:18 PM	AGC - 10 years
3	Mar 7, 2011 10:25 PM	two years - two years apart
4	Mar 7, 2011 10:33 PM	14 years
5	Mar 7, 2011 10:33 PM	5 years (spread out) on and off. (3 children)
6	Mar 7, 2011 11:44 PM	about 2 years
7	Mar 7, 2011 11:54 PM	Approx six years
8	Mar 8, 2011 12:35 AM	3/4 years?
9	Mar 8, 2011 12:54 AM	Since 2007
10	Mar 8, 2011 1:19 AM	2 years as a volunteer
11	Mar 8, 2011 2:06 AM	5 years
12	Mar 8, 2011 2:08 AM	two year
13	Mar 8, 2011 5:36 AM	4 years
14	Mar 8, 2011 5:23 PM	12 years
15	Mar 9, 2011 12:51 AM	14 years
16	Mar 9, 2011 6:28 AM	16 years
17	Mar 9, 2011 6:57 PM	1 year
18	Mar 9, 2011 7:12 PM	6 or 7 years
19	Mar 10, 2011 1:49 AM	Approximately 8 years

Question 2

Do you plan on returning to work/volunteer with the WVSC next season (Y/N) Why/Why not?	
Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 7, 2011 10:04 PM	Yes
2	Mar 7, 2011 10:18 PM	Coach - no, assistant possibly. Plan to is to change the teams and make them more balanced. I am not sure I want to 'start' again with a new group of kids after so many years coaching.
3	Mar 7, 2011 10:25 PM	no - lack of communication, no direction, antagonistic feelings between staff/volunteers
4	Mar 7, 2011 10:33 PM	Yes - I ticked other 14 years ago

5	Mar 7, 2011 10:33 PM	Yes, I enjoy being involved in my children's activities. I also felt that when I needed support, I received it (via e-mail), in a timely manner. Lastly, I think that each year one does a position, they get better at it, it becomes more streamline and gives one a chance to iron out what didn't work and would could.
6	Mar 7, 2011 11:44 PM	possibly
7	Mar 7, 2011 11:54 PM	Yes, because I still have a child playing soccer
8	Mar 8, 2011 12:35 AM	Yes. I have learned the role now and want to make sure things happen properly.
9	Mar 8, 2011 12:54 AM	Yes. Enjoy it and want to stay involved.
10	Mar 8, 2011 1:19 AM	Yes. I hope that there will be more communication within the club. There are times when I have been told different answers to the same question and there has been conflict within the club. There needs to be a clearer person in charge.
11	Mar 8, 2011 2:06 AM	yes
12	Mar 8, 2011 2:08 AM	yes, but not because I found the experience enjoyable - I'm doing it because my children like to play soccer so I'll help out.
13	Mar 8, 2011 5:36 AM	Yes. Both my boys play and it's my way of helping out.
14	Mar 8, 2011 5:23 PM	Y/N
15	Mar 9, 2011 12:51 AM	yes
16	Mar 9, 2011 6:28 AM	Yes My greatest joy is being involved in the greatest game in the world
17	Mar 9, 2011 6:57 PM	Yes, i enjoy working with the people involved
18	Mar 9, 2011 7:12 PM	yes
19	Mar 10, 2011 1:49 AM	Yes

Question 3

How do you find Staff/Volunteer communication within WVSC?

Answer Options	Response Percent	Response Count
a. Poor	26.3%	5
b. Average	21.1%	4
c. Good	42.1%	8
d. Excellent	10.5%	2
<i>answered question</i>		19
<i>skipped question</i>		0

Question 4

Are you encouraged to do a good job when working with the WVSC?

Answer Options	Response Percent	Response Count
a. No	10.5%	2
b. Sometimes	21.1%	4
c. Most of the Time	42.1%	8
d. Always	26.3%	5
<i>answered question</i>		19
<i>skipped question</i>		0

Question 5

Do you know what is expected of you in your job with the WVSC?

Answer Options	Response Percent	Response Count
a. No	10.5%	2
b. Sometimes	5.3%	1
c. Most of the Time	57.9%	11
d. Always	26.3%	5
<i>answered question</i>		19
<i>skipped question</i>		0

Question 6

Are you satisfied with the amount of recognition you receive for your work?

Answer Options	Response Percent	Response Count
a. No	15.8%	3
b. Sometimes	5.3%	1
c. Most of the Time	52.6%	10
d. Always	26.3%	5
<i>answered question</i>		19
<i>skipped question</i>		0

Question 7

Are the majority of your co-workers/volunteers at WVSC supportive of your job?

Answer Options	Response Percent	Response Count
a. No	0.0%	0
b. Sometimes	21.1%	4
c. Most of the Time	36.8%	7
d. Always	42.1%	8
<i>answered question</i>		19
<i>skipped question</i>		0

Question 8

Are resources to do your job well readily available?		
Answer Options	Response Percent	Response Count
a. No	5.3%	1
b. Sometimes	36.8%	7
c. Most of the Time	36.8%	7
d. Always	21.1%	4
<i>answered question</i>		19
<i>skipped question</i>		0

Question 9

Do you find the organization's decision making process effective (Y/N) Why/Why not?	
Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 7, 2011 10:04 PM	Yes. Sometimes need a little more support for the house league teams...who have trouble finding coaches among their parents. Sometimes need a little more help to mesh the players who are not making the select teams but who have played soccer for many years with players who are new to soccer.
2	Mar 7, 2011 10:18 PM	Not invovled with decision making!!! This is a huge problem. I have never, as front line, been conslited for an opinion on any of the WVSC decisions.
3	Mar 7, 2011 10:25 PM	no - lacks forethought, lacks feedback - for example, spring soccer set up with one week notice for sign up, cancelled without telling the AGC who is trying to 'sell' the program to parents.
4	Mar 7, 2011 10:33 PM	Yes - always transparent
5	Mar 7, 2011 10:33 PM	I think that when rules/decisions are made by WVS then they should be kept. Once one makes exceptions for people then it sets precedence and can cause problems.
6	Mar 7, 2011 11:44 PM	yes
7	Mar 7, 2011 11:54 PM	Yes, most of the time.
8	Mar 8, 2011 12:35 AM	I don;t know how they make decisions. This is a good step though.
9	Mar 8, 2011 12:54 AM	I think the process needs to be more transparent. Often feels like the decisions have already been made by the time they are brought to the table.
10	Mar 8, 2011 1:19 AM	No. There is a great deal of miscommunication within the club. There needs to be a clearer level of command. There often seems to be many answers to one question, which can make things confusing, especially for someone starting off in the position with no previous experience.
11	Mar 8, 2011 2:06 AM	yes

12	Mar 8, 2011 2:08 AM	I would like to see the Club be more of an advocate for WV teams within BCCGSA regarding score discrepancies, disputes, CUP seeding etc. I've seen too many times were managers and coaches are fighting for fairness for their team when it should be the rule of the Club (Div. Coor?) to step in at that level to ensure fairness. I would think that it's the Club's first interest to be sure that West Vancouver teams are treated fairly and the teams accomplishments are recognized.
13	Mar 8, 2011 5:36 AM	Yes.
14	Mar 8, 2011 5:23 PM	No, the decisions made do not always allow for differences of opinion, to be taken into account, or even given consideration. Decisions seem to be made from one perspective only.
15	Mar 9, 2011 12:51 AM	yes
16	Mar 9, 2011 6:28 AM	Yes
17	Mar 9, 2011 6:57 PM	Yes, The board members are usually very accessible in order to give feedback or make decisions
18	Mar 9, 2011 7:12 PM	depends on what the topic is
19	Mar 10, 2011 1:49 AM	Most of the time, although sometimes at Board meeting it feels as if decisions have been made and are just being presented

Question 10

What are the top 3 things that you feel require attention:

Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 7, 2011 10:04 PM	<p>There is a perception that the head coach could do a better job. There is a perception that he could do a better job, I guess with tryout process. Perception that administration by head coach is not good. Perception that head coach is way overpaid and that our WVSC coaching programs are expensive compared to other districts and that you have to go to a paid coaching program by WVSC in order to get a good 'tryout' result....these are perceptions from feedback from others, not my perceptions.</p> <p>Bronze and even Silver teams sometimes seem to feel like second class citizens when all attention seems to be given to select teams and their results.</p> <p>Personally, I feel that WVSC does a great job....look at all those little kids in their uniforms every weekend...give yourselves a pat on the back. My kids have had great experiences on their soccer teams, meeting lots of other kids, and some great adult role models. WVSC even gives my son a paid coaching job ...which has been terrific.</p>

2	Mar 7, 2011 10:18 PM	<p>1. Input from Front line volunteers</p> <p>2. Cost analysis of extra programs</p> <p>3. Eliminate the weighting that kids get if involved/can afford to participate in the WVSC programs. Clearly, those that do not participate in extra development with this club are penalized. If you want the best kids then this factor must be considered.</p>
3	Mar 7, 2011 10:25 PM	<p>More importance given to the younger ages, which bring in the most money!</p> <p>Communication.</p> <p>Forethought - a whole (all year) approach to the year's planning.</p>
4	Mar 7, 2011 10:33 PM	<p>Help for Board members that need it</p> <p>Few Board members doing too many jobs</p> <p>Coaches need TLC and Bronze Teams</p>
5	Mar 7, 2011 10:33 PM	<p>Simplifying e-mail information for season start up.</p> <p>Simplifying and organizing point form job descriptions with time lines, even for managers and coaches. Point form season agenda with start dates, break dates and end of season dates as that is what parents ask for constantly. It is difficult to find that info through all the written material on the website.</p>
6	Mar 7, 2011 11:44 PM	<p>team formation; coaching; fundraising/raising awareness of wvsc's vision</p>
7	Mar 7, 2011 11:54 PM	<p>1. Changes to procedure are not always communicated to volunteers at my level. 2. Better information (ie procedure handbook) should be made available to volunteers. 3. Job expectations should be made clearer for all volunteer jobs.</p>
8	Mar 8, 2011 12:35 AM	<p>Registration cost</p> <p>gravel fields</p> <p>coaches</p>
9	Mar 8, 2011 12:54 AM	<p>1. Value for money -ie. quality of coaching, quality of fields (paying for gravel?! and poor quality grass)</p> <p>2. Transparency in decision making process, involvement of all stakeholders, not just the few in the know.</p> <p>3. Communication - the Club needs a dedicated communications officer who does NOTHING else. We need to polish our image with the community at large and provide better information re: our programs and their purpose to our members.</p>
10	Mar 8, 2011 1:19 AM	<p>1. COMMUNICATION within the club</p> <p>2. agreement on what style of soccer to play (ie futsal didn't seem to work this year)</p> <p>3. adequate field/gym soccer practice space</p>
11	Mar 8, 2011 2:06 AM	<p>more documentation to forward to parents on evaluation placement. more necessary for U12-U14 ages than later years :)</p>

12	Mar 8, 2011 2:08 AM	<p>1. Addressing coaching issues. I know of some problems this year and last year where multiple players were looking to get moved from a team. I know they are volunteers but if a coach is clearly not working out then it needs to be addresses early on. The club needs to ensure that the teams are equipt to succeed - not just on the field but in sportsmanship, mentoring, fairness etc. We will lose girls to soccer and sports if this is not addressed.</p> <p>2. We are all busy but for folks new to their positions, managers, AGC's etc. there needs to be a little guidance meeting at the beginning of the year so everyone knows what to expect. Just to meet the people face to face that I'm e.mailing all year long.</p> <p>3. I commend the Club on the free conditioning camps etc. and I hope this continues. The 'for pay' development camps are great and continued promotion of these is essential. When I watch WVSC players on the field their ball handling skills are reflective of these many opportunities offered within the Club. With the cost of fees increasing, these value added camps are a huge asset.</p>
13	Mar 8, 2011 5:36 AM	Scrutinization of coaches
14	Mar 8, 2011 5:23 PM	123
15	Mar 9, 2011 12:51 AM	<p>more effective meetings</p> <p>better web site for effective interaction with the members</p>
16	Mar 9, 2011 6:28 AM	Facilities/Youth coaching development/building the adult side of the club
17	Mar 9, 2011 6:57 PM	As i have been involved for only a year, I haven't come accross anything major
18	Mar 9, 2011 7:12 PM	player team placements - these seem to be done on a "win at all costs" and "is your dad my dad's buddy" basis; coaches and assistant coaches - the Club needs to require families to be involed on some level through the year; access for all players to extra attention from Club coaches to help improve skills, rather than just providing those opportunities to "gold" team players (who already tend to have better skills)
19	Mar 10, 2011 1:49 AM	<p>Better communication from the President/Vlce President between board meetings</p> <p>Involve the board more in the decision/discussion process</p> <p>Communication to members</p>

APPENDIX D – CUSTOMER SURVEY

Question 1

Rank the quality of coaching provided at the West Vancouver Soccer Club (WVSC)		
Answer Options	Response Percent	Response Count
a. Poor	6.6%	18
b. Average	22.8%	62
c. Good	42.3%	115
d. Excellent	28.3%	77
<i>answered question</i>		272
<i>skipped question</i>		4

Question 2

How many seasons have you registered with WVSC?	
Answer Options	Response Count
	276
<i>answered question</i>	276
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 8, 2011 7:28 PM	1
2	Mar 8, 2011 7:28 PM	8
3	Mar 8, 2011 7:28 PM	3
4	Mar 8, 2011 7:29 PM	1
5	Mar 8, 2011 7:29 PM	4
6	Mar 8, 2011 7:29 PM	6
7	Mar 8, 2011 7:29 PM	1
8	Mar 8, 2011 7:30 PM	4
9	Mar 8, 2011 7:32 PM	3
10	Mar 8, 2011 7:32 PM	5
11	Mar 8, 2011 7:33 PM	2
12	Mar 8, 2011 7:33 PM	2
13	Mar 8, 2011 7:34 PM	8
14	Mar 8, 2011 7:35 PM	8
15	Mar 8, 2011 7:35 PM	18
16	Mar 8, 2011 7:35 PM	8
17	Mar 8, 2011 7:36 PM	8
18	Mar 8, 2011 7:36 PM	10
19	Mar 8, 2011 7:36 PM	1
20	Mar 8, 2011 7:36 PM	14
21	Mar 8, 2011 7:36 PM	4
22	Mar 8, 2011 7:37 PM	2
23	Mar 8, 2011 7:37 PM	7
24	Mar 8, 2011 7:38 PM	10
25	Mar 8, 2011 7:38 PM	20
26	Mar 8, 2011 7:40 PM	5
27	Mar 8, 2011 7:40 PM	2
28	Mar 8, 2011 7:42 PM	2
29	Mar 8, 2011 7:43 PM	10

30	Mar 8, 2011 7:44 PM	10
31	Mar 8, 2011 7:45 PM	6
32	Mar 8, 2011 7:45 PM	11
33	Mar 8, 2011 7:47 PM	6
34	Mar 8, 2011 7:48 PM	15
35	Mar 8, 2011 7:48 PM	1
36	Mar 8, 2011 7:50 PM	6
37	Mar 8, 2011 7:50 PM	11
38	Mar 8, 2011 7:51 PM	11
39	Mar 8, 2011 7:51 PM	11
40	Mar 8, 2011 7:51 PM	4
41	Mar 8, 2011 7:52 PM	4
42	Mar 8, 2011 7:53 PM	6
43	Mar 8, 2011 7:56 PM	16
44	Mar 8, 2011 7:57 PM	3
45	Mar 8, 2011 7:57 PM	2
46	Mar 8, 2011 8:02 PM	5
47	Mar 8, 2011 8:02 PM	8
48	Mar 8, 2011 8:05 PM	5
49	Mar 8, 2011 8:06 PM	7
50	Mar 8, 2011 8:08 PM	6
51	Mar 8, 2011 8:09 PM	2
52	Mar 8, 2011 8:14 PM	3
53	Mar 8, 2011 8:15 PM	2
54	Mar 8, 2011 8:16 PM	14
55	Mar 8, 2011 8:17 PM	9
56	Mar 8, 2011 8:19 PM	3
57	Mar 8, 2011 8:20 PM	5
58	Mar 8, 2011 8:21 PM	5
59	Mar 8, 2011 8:22 PM	5
60	Mar 8, 2011 8:23 PM	5
61	Mar 8, 2011 8:28 PM	3
62	Mar 8, 2011 8:29 PM	3
63	Mar 8, 2011 8:30 PM	3
64	Mar 8, 2011 8:36 PM	12
65	Mar 8, 2011 8:38 PM	7
66	Mar 8, 2011 8:40 PM	2
67	Mar 8, 2011 8:42 PM	1
68	Mar 8, 2011 8:43 PM	2
69	Mar 8, 2011 8:46 PM	3
70	Mar 8, 2011 8:46 PM	5
71	Mar 8, 2011 8:46 PM	5
72	Mar 8, 2011 8:49 PM	4
73	Mar 8, 2011 8:51 PM	7
74	Mar 8, 2011 8:52 PM	4
75	Mar 8, 2011 8:52 PM	4
76	Mar 8, 2011 8:53 PM	2
77	Mar 8, 2011 8:54 PM	1

78	Mar 8, 2011 8:58 PM	1
79	Mar 8, 2011 9:00 PM	10
80	Mar 8, 2011 9:02 PM	2
81	Mar 8, 2011 9:02 PM	7
82	Mar 8, 2011 9:05 PM	10
83	Mar 8, 2011 9:09 PM	6
84	Mar 8, 2011 9:10 PM	6
85	Mar 8, 2011 9:11 PM	5
86	Mar 8, 2011 9:12 PM	1
87	Mar 8, 2011 9:13 PM	12
88	Mar 8, 2011 9:20 PM	8
89	Mar 8, 2011 9:21 PM	2
90	Mar 8, 2011 9:22 PM	8
91	Mar 8, 2011 9:25 PM	1
92	Mar 8, 2011 9:26 PM	4
93	Mar 8, 2011 9:30 PM	4
94	Mar 8, 2011 9:31 PM	1
95	Mar 8, 2011 9:37 PM	10
96	Mar 8, 2011 9:38 PM	3
97	Mar 8, 2011 9:38 PM	2
98	Mar 8, 2011 9:38 PM	8
99	Mar 8, 2011 9:38 PM	11
100	Mar 8, 2011 9:40 PM	3
101	Mar 8, 2011 9:47 PM	12
102	Mar 8, 2011 9:47 PM	1
103	Mar 8, 2011 9:50 PM	6
104	Mar 8, 2011 9:55 PM	20
105	Mar 8, 2011 9:56 PM	1
106	Mar 8, 2011 9:59 PM	3
107	Mar 8, 2011 10:05 PM	2
108	Mar 8, 2011 10:07 PM	10
109	Mar 8, 2011 10:09 PM	1
110	Mar 8, 2011 10:14 PM	1
111	Mar 8, 2011 10:17 PM	6
112	Mar 8, 2011 10:20 PM	2
113	Mar 8, 2011 10:27 PM	6
114	Mar 8, 2011 10:31 PM	4
115	Mar 8, 2011 10:37 PM	3
116	Mar 8, 2011 10:39 PM	2
117	Mar 8, 2011 10:50 PM	12
118	Mar 8, 2011 10:57 PM	6
119	Mar 8, 2011 11:03 PM	6
120	Mar 8, 2011 11:05 PM	20
121	Mar 8, 2011 11:11 PM	1
122	Mar 8, 2011 11:17 PM	1
123	Mar 8, 2011 11:18 PM	10
124	Mar 8, 2011 11:19 PM	2
125	Mar 8, 2011 11:20 PM	4

126	Mar 8, 2011 11:23 PM	2
127	Mar 8, 2011 11:24 PM	5
128	Mar 8, 2011 11:27 PM	5
129	Mar 8, 2011 11:27 PM	6
130	Mar 8, 2011 11:37 PM	8
131	Mar 8, 2011 11:59 PM	4
132	Mar 9, 2011 12:00 AM	3
133	Mar 9, 2011 12:01 AM	10
134	Mar 9, 2011 12:03 AM	6
135	Mar 9, 2011 12:04 AM	8
136	Mar 9, 2011 12:08 AM	6
137	Mar 9, 2011 12:09 AM	7
138	Mar 9, 2011 12:11 AM	6
139	Mar 9, 2011 12:13 AM	4
140	Mar 9, 2011 12:14 AM	4
141	Mar 9, 2011 12:15 AM	10
142	Mar 9, 2011 12:15 AM	10
143	Mar 9, 2011 12:22 AM	2
144	Mar 9, 2011 12:22 AM	1
145	Mar 9, 2011 12:24 AM	6
146	Mar 9, 2011 12:25 AM	11
147	Mar 9, 2011 12:26 AM	7
148	Mar 9, 2011 12:33 AM	1
149	Mar 9, 2011 12:34 AM	1
150	Mar 9, 2011 12:37 AM	10
151	Mar 9, 2011 12:40 AM	2
152	Mar 9, 2011 12:45 AM	4
153	Mar 9, 2011 12:55 AM	3
154	Mar 9, 2011 12:56 AM	8
155	Mar 9, 2011 12:56 AM	2
156	Mar 9, 2011 12:57 AM	10
157	Mar 9, 2011 12:58 AM	5
158	Mar 9, 2011 12:58 AM	11
159	Mar 9, 2011 1:00 AM	4
160	Mar 9, 2011 1:04 AM	7
161	Mar 9, 2011 1:06 AM	7
162	Mar 9, 2011 1:12 AM	3
163	Mar 9, 2011 1:15 AM	9
164	Mar 9, 2011 1:16 AM	1
165	Mar 9, 2011 1:19 AM	7
166	Mar 9, 2011 1:20 AM	8
167	Mar 9, 2011 1:21 AM	8
168	Mar 9, 2011 1:28 AM	4
169	Mar 9, 2011 1:39 AM	1
170	Mar 9, 2011 1:47 AM	5
171	Mar 9, 2011 2:04 AM	3
172	Mar 9, 2011 2:06 AM	1
173	Mar 9, 2011 2:06 AM	4

174	Mar 9, 2011 2:07 AM	1
175	Mar 9, 2011 2:09 AM	2
176	Mar 9, 2011 2:11 AM	2
177	Mar 9, 2011 2:21 AM	2
178	Mar 9, 2011 2:25 AM	2
179	Mar 9, 2011 2:28 AM	3
180	Mar 9, 2011 2:52 AM	2
181	Mar 9, 2011 2:55 AM	9
182	Mar 9, 2011 2:55 AM	10
183	Mar 9, 2011 2:56 AM	6
184	Mar 9, 2011 2:56 AM	4
185	Mar 9, 2011 2:56 AM	4
186	Mar 9, 2011 2:59 AM	8
187	Mar 9, 2011 3:01 AM	4
188	Mar 9, 2011 3:21 AM	1
189	Mar 9, 2011 3:31 AM	1
190	Mar 9, 2011 3:55 AM	4
191	Mar 9, 2011 3:56 AM	3
192	Mar 9, 2011 4:17 AM	1
193	Mar 9, 2011 4:21 AM	5
194	Mar 9, 2011 4:26 AM	5
195	Mar 9, 2011 4:32 AM	1
196	Mar 9, 2011 4:34 AM	2
197	Mar 9, 2011 4:37 AM	10
198	Mar 9, 2011 4:40 AM	7
199	Mar 9, 2011 4:42 AM	4
200	Mar 9, 2011 4:44 AM	3
201	Mar 9, 2011 4:57 AM	3
202	Mar 9, 2011 4:57 AM	9
203	Mar 9, 2011 5:04 AM	5
204	Mar 9, 2011 5:09 AM	2
205	Mar 9, 2011 5:13 AM	10
206	Mar 9, 2011 5:15 AM	2
207	Mar 9, 2011 5:18 AM	2
208	Mar 9, 2011 5:22 AM	5
209	Mar 9, 2011 5:31 AM	2
210	Mar 9, 2011 5:36 AM	15
211	Mar 9, 2011 5:47 AM	2
212	Mar 9, 2011 5:49 AM	3
213	Mar 9, 2011 5:51 AM	7
214	Mar 9, 2011 5:57 AM	5
215	Mar 9, 2011 6:01 AM	2
216	Mar 9, 2011 6:03 AM	1
217	Mar 9, 2011 6:14 AM	9
218	Mar 9, 2011 6:18 AM	8
219	Mar 9, 2011 6:26 AM	10
220	Mar 9, 2011 6:28 AM	1
221	Mar 9, 2011 6:35 AM	2

222	Mar 9, 2011 6:44 AM	2
223	Mar 9, 2011 6:52 AM	12
224	Mar 9, 2011 7:15 AM	4
225	Mar 9, 2011 7:47 AM	11
226	Mar 9, 2011 7:58 AM	1
227	Mar 9, 2011 8:06 AM	7
228	Mar 9, 2011 10:02 AM	5
229	Mar 9, 2011 3:33 PM	5
230	Mar 9, 2011 4:12 PM	10
231	Mar 9, 2011 4:35 PM	1
232	Mar 9, 2011 4:55 PM	5
233	Mar 9, 2011 5:02 PM	8
234	Mar 9, 2011 5:26 PM	10
235	Mar 9, 2011 5:28 PM	10
236	Mar 9, 2011 5:34 PM	4
237	Mar 9, 2011 6:27 PM	1
238	Mar 9, 2011 6:46 PM	10
239	Mar 9, 2011 7:06 PM	8
240	Mar 9, 2011 7:35 PM	4
241	Mar 9, 2011 8:18 PM	3
242	Mar 9, 2011 8:45 PM	4
243	Mar 9, 2011 9:08 PM	4
244	Mar 9, 2011 10:08 PM	12
245	Mar 9, 2011 10:33 PM	2
246	Mar 9, 2011 10:54 PM	1
247	Mar 9, 2011 11:40 PM	5
248	Mar 10, 2011 12:05 AM	18
249	Mar 10, 2011 12:31 AM	7
250	Mar 10, 2011 1:14 AM	9
251	Mar 10, 2011 2:15 AM	8
252	Mar 10, 2011 3:16 AM	8
253	Mar 10, 2011 4:40 AM	2
254	Mar 10, 2011 5:03 AM	1
255	Mar 10, 2011 5:04 AM	3
256	Mar 10, 2011 5:33 AM	6
257	Mar 10, 2011 2:46 PM	4
258	Mar 10, 2011 4:05 PM	4
259	Mar 10, 2011 5:29 PM	5
260	Mar 10, 2011 6:03 PM	3
261	Mar 10, 2011 6:47 PM	2
262	Mar 10, 2011 10:39 PM	4
263	Mar 11, 2011 1:09 AM	10
264	Mar 11, 2011 4:34 AM	2
265	Mar 11, 2011 5:26 AM	9
266	Mar 11, 2011 5:29 AM	5

267	Mar 11, 2011 4:53 PM	5
268	Mar 11, 2011 7:05 PM	2
269	Mar 11, 2011 10:49 PM	2
270	Mar 12, 2011 12:15 AM	8
271	Mar 12, 2011 6:03 AM	5
272	Mar 12, 2011 6:13 AM	5
273	Mar 12, 2011 6:19 AM	2
274	Mar 12, 2011 6:45 AM	1
275	Mar 12, 2011 8:57 PM	5
276	Mar 13, 2011 4:33 PM	1

Question 3

Do you plan on registering with the WVSC next season? (Y/N) Why/Why not?	
Answer Options	Response Count
	276
<i>answered question</i>	276
<i>skipped question</i>	0

Number	Response Date	Response Text
1	Mar 8, 2011 7:28 PM	YES
2	Mar 8, 2011 7:28 PM	Yes - my dtr loves soccer, and it's important she play on a team with her friends.
3	Mar 8, 2011 7:28 PM	yes
4	Mar 8, 2011 7:29 PM	y
5	Mar 8, 2011 7:29 PM	no - my child is now 18
6	Mar 8, 2011 7:29 PM	yes. really only option
7	Mar 8, 2011 7:29 PM	y - my son really enjoyed it
8	Mar 8, 2011 7:30 PM	Y My child loves soccer
9	Mar 8, 2011 7:32 PM	Not sure
10	Mar 8, 2011 7:32 PM	Yes
11	Mar 8, 2011 7:33 PM	yes
12	Mar 8, 2011 7:33 PM	yes
13	Mar 8, 2011 7:34 PM	Yes. My kids enjoy playing soccer.
14	Mar 8, 2011 7:35 PM	No moving
15	Mar 8, 2011 7:35 PM	Yes - I will still have children involved in soccer
16	Mar 8, 2011 7:35 PM	No because the last 4 seasons have been disappointing and frustrating with the lack of support or interest for the lower levels of soccer. Fees are the same for all levels, support should be the same.
17	Mar 8, 2011 7:36 PM	Yes. Great 'extra' coaching and skill development.
18	Mar 8, 2011 7:36 PM	yes
19	Mar 8, 2011 7:36 PM	Yes
20	Mar 8, 2011 7:36 PM	yes, not much choice in the soccer world.
21	Mar 8, 2011 7:36 PM	yes, because my son wants to continue play soccer.
22	Mar 8, 2011 7:37 PM	yes, I enjoy coaching and more importantly my daughter loves playing
23	Mar 8, 2011 7:37 PM	Maybe- depends upon how soccer can work with other activities
24	Mar 8, 2011 7:38 PM	yes for exercise

25	Mar 8, 2011 7:38 PM	Yes
26	Mar 8, 2011 7:40 PM	yes
27	Mar 8, 2011 7:40 PM	y
28	Mar 8, 2011 7:42 PM	yes
29	Mar 8, 2011 7:43 PM	Yes
30	Mar 8, 2011 7:44 PM	y
31	Mar 8, 2011 7:45 PM	Yes
32	Mar 8, 2011 7:45 PM	yes. my daughter is in grade 10 and wants to play until grade 12. Your survey lacks a box to allow respondents to make comments or suggestions. ie lack of try out procedures, and number of teams that are now stuck paying for coaching on top of the high registration fee
33	Mar 8, 2011 7:47 PM	Yes. My daughter loves to play
34	Mar 8, 2011 7:48 PM	Y. My son loves it and wants to continue
35	Mar 8, 2011 7:48 PM	Undecided. We'll have to see how it works with schedules - one of our sons will be in U6 and I know they typically meet one evening a week in addition to weekends. I am just concerned about making bedtimes and suppertimes later.
36	Mar 8, 2011 7:50 PM	yes
37	Mar 8, 2011 7:50 PM	Yes. We have had generally very positive experiences with the club. That said, we ask that the club please makes sure that teams are properly balanced next season. My son played on the U17 Tornados and the imbalance between the Tornados and the Jets proved to be a big problem for a number of the players on the Tornados.
38	Mar 8, 2011 7:51 PM	Yes ... kids will play till Grade 12, both love soccer.
39	Mar 8, 2011 7:51 PM	Yes - my daughter loves the Plus/High Performance Camps
40	Mar 8, 2011 7:51 PM	Y.
41	Mar 8, 2011 7:52 PM	Yes
42	Mar 8, 2011 7:53 PM	yes
43	Mar 8, 2011 7:56 PM	yes
44	Mar 8, 2011 7:57 PM	Yes
45	Mar 8, 2011 7:57 PM	Probably not. I felt that our team this year was just a "poor mix". They were not bad at defense but there were no good offensive players. We lost all our games and I think the effects on the confidence of the kids was disastrous. I am not sure if the coach was ineffective but with such a bad team record, the league should have stepped in, evaluated, and made adjustments. I do not feel that they were looking after the children's best interest.
46	Mar 8, 2011 8:02 PM	y
47	Mar 8, 2011 8:02 PM	yes only option for my child
48	Mar 8, 2011 8:05 PM	y
49	Mar 8, 2011 8:06 PM	yes

50	Mar 8, 2011 8:08 PM	y
51	Mar 8, 2011 8:09 PM	yes, lot of fun
52	Mar 8, 2011 8:14 PM	yes
53	Mar 8, 2011 8:15 PM	not sure, conflicts with ski season
54	Mar 8, 2011 8:16 PM	Yes- 2 if the children, player development sessions are very very costly.
55	Mar 8, 2011 8:17 PM	Yes, we live in west vancouver.
		y
56	Mar 8, 2011 8:19 PM	kids simply love soccer
57	Mar 8, 2011 8:20 PM	Yes
58	Mar 8, 2011 8:21 PM	Yes
59	Mar 8, 2011 8:22 PM	y
60	Mar 8, 2011 8:23 PM	yes. My kids enjoy playing but I would like to know why there is such a price difference btwn North and West Van...
61	Mar 8, 2011 8:28 PM	Yes I have registered. My son is really sad to see the season end as he has met some really great friends on the team and the coaches were excellent
62	Mar 8, 2011 8:29 PM	yes
63	Mar 8, 2011 8:30 PM	No. Not as enjoyable as the Coach and Manager - too much hard work...and other commitments.
64	Mar 8, 2011 8:36 PM	yes
65	Mar 8, 2011 8:38 PM	y
66	Mar 8, 2011 8:40 PM	Yes
67	Mar 8, 2011 8:42 PM	yes, because my boy love soccer
68	Mar 8, 2011 8:43 PM	yes
69	Mar 8, 2011 8:46 PM	Yes
70	Mar 8, 2011 8:46 PM	Yes
71	Mar 8, 2011 8:46 PM	y
72	Mar 8, 2011 8:49 PM	y
73	Mar 8, 2011 8:51 PM	yes
74	Mar 8, 2011 8:52 PM	yes
75	Mar 8, 2011 8:52 PM	yes - my child would like to play another year
76	Mar 8, 2011 8:53 PM	yes. however did inquire with North Van due to cost rising in WV.
77	Mar 8, 2011 8:54 PM	no, Season was too long for my five year old . He lost interest.Also really wanted to be a goalie and that is not encouraged.
78	Mar 8, 2011 8:58 PM	Yes
79	Mar 8, 2011 9:00 PM	Yes
80	Mar 8, 2011 9:02 PM	Yes
81	Mar 8, 2011 9:02 PM	Yes
82	Mar 8, 2011 9:05 PM	Doubtful - Very disappointed in the system and lack of response. Made many attempts to communicate concerns; calls and e--mails were not returned
83	Mar 8, 2011 9:09 PM	y

84	Mar 8, 2011 9:10 PM	<p>yes. Because my child enjoys playing soccer. I'm not impressed with BCCGSL - my daughters team was ranked first in their Division and was incorrectly seeded for Cup games and had to play stronger teams instead of having been rewarded for their high ranking. They are currently waiting to hear about a forfeiture because their last opponent of the season didn't want to play the make-up game (snow day). We had another forfeit because the opposing team requested a postponement for a Cup game and NEVER heard back from BCCGSL to give or refuse the request.....so they just didn't show. We drove to Chiliwack for a make-up game to be sure to keep our first place ranking and then heard that another team played a double or nothing game. What is that all about? No, Sorry. I've looked at the rules and don't see where it states that it's permitted for league games. If that sort of thing is allowed then what is to keep teams from playing that way at will? And where is the rule? Very arbitrary....sorry, if it's not stated in the rule you can't do it. My daughters team has played great all year....has been ready for ALL games and played them. They should be rewarded for that and not have another team beat them out of it because they didn't play all of their games. And WVSC should be making sure their teams get good representation on these matters.</p> <p>Regarding the price of registration I think it's Fair to High. I think the fact that there are occassional free clinics etc. offered makes the price more reasonable. I know there are employee fees, uniforms, fields to pay for etc. and I trust that you are doing the best job possible to keep costs as low as can be.</p>
85	Mar 8, 2011 9:11 PM	No I am moving to North Van. The lack of actual soccer played and lack of soccer drills was dizmal. We couldn't understand why kids were playing tag without on of the 50 soccer balls lying around. The kids are there to learn about soccer not play tag. It seemed very disorganized with the coaching staff and very little communication to the parents. Too much money is spent on the older kids when there is only one or two teams instead of the younger ones where there are 80 of them
86	Mar 8, 2011 9:12 PM	N. Child wants to do other things.
87	Mar 8, 2011 9:13 PM	yes
88	Mar 8, 2011 9:20 PM	Yes
89	Mar 8, 2011 9:21 PM	yes
90	Mar 8, 2011 9:22 PM	no. university
91	Mar 8, 2011 9:25 PM	yes
92	Mar 8, 2011 9:26 PM	Yes. More social for child to be with friends than for quality of team/club/head coaching.
93	Mar 8, 2011 9:30 PM	y
94	Mar 8, 2011 9:31 PM	Y as son had fun
95	Mar 8, 2011 9:37 PM	not sure

96	Mar 8, 2011 9:38 PM	as yet undecided, it depends on the activities of our kids, also for our son would depend on the coach, this year one of the coaches was excellent
97	Mar 8, 2011 9:38 PM	yes - i want my son to play soccer in west van.
98	Mar 8, 2011 9:38 PM	Yes
99	Mar 8, 2011 9:38 PM	yes
100	Mar 8, 2011 9:40 PM	yes, younger child wants to plan
101	Mar 8, 2011 9:47 PM	y
102	Mar 8, 2011 9:47 PM	no. graduated
103	Mar 8, 2011 9:50 PM	yes great coaching, positive attitude, very supportive even at the less competitive levels, inclusive
104	Mar 8, 2011 9:55 PM	yes
105	Mar 8, 2011 9:56 PM	Yes Excellent club from Jammer's staff on down to team coaches.
106	Mar 8, 2011 9:59 PM	Yes
107	Mar 8, 2011 10:05 PM	coaches were very biased
108	Mar 8, 2011 10:07 PM	yes
109	Mar 8, 2011 10:09 PM	yes
110	Mar 8, 2011 10:14 PM	Yes
111	Mar 8, 2011 10:17 PM	yes, because we want our kids to continue playing soccer yes
112	Mar 8, 2011 10:20 PM	good team activity
113	Mar 8, 2011 10:27 PM	yes, because my children really enjoy soccer
114	Mar 8, 2011 10:31 PM	Yes. My children are really enjoying their soccer. We'll keep them registered as long as they keep on enjoying themselves.
115	Mar 8, 2011 10:37 PM	Yes, my son really enjoys to playing WVSC.
116	Mar 8, 2011 10:39 PM	y
117	Mar 8, 2011 10:50 PM	no- child graduating
118	Mar 8, 2011 10:57 PM	Y
119	Mar 8, 2011 11:03 PM	Yes.
120	Mar 8, 2011 11:05 PM	Y
121	Mar 8, 2011 11:11 PM	Yes - my son loved the program, and is sad the season is over.
122	Mar 8, 2011 11:17 PM	yes. excellent team sport. good coaching, well ran program.
123	Mar 8, 2011 11:18 PM	yes
124	Mar 8, 2011 11:19 PM	Yes, but only because I believe we move from the street style soccer, which I think is poorly organized, to team soccer.
125	Mar 8, 2011 11:20 PM	Y
126	Mar 8, 2011 11:23 PM	yes
127	Mar 8, 2011 11:24 PM	yes
128	Mar 8, 2011 11:27 PM	Y
129	Mar 8, 2011 11:27 PM	yes
130	Mar 8, 2011 11:37 PM	yes
131	Mar 8, 2011 11:59 PM	maybe
132	Mar 9, 2011 12:00 AM	Yes

133	Mar 9, 2011 12:01 AM	yes i will register mainly because it is close to home.
134	Mar 9, 2011 12:03 AM	Yes, great experience.
135	Mar 9, 2011 12:04 AM	yes
136	Mar 9, 2011 12:08 AM	yes, friends also playing
137	Mar 9, 2011 12:09 AM	no. unless they go back to tryouts
138	Mar 9, 2011 12:11 AM	yes - I have already
139	Mar 9, 2011 12:13 AM	yes but we want an opportunity to tryout for the U14 gold team.
140	Mar 9, 2011 12:14 AM	yes
141	Mar 9, 2011 12:15 AM	Yes
142	Mar 9, 2011 12:15 AM	Yes
143	Mar 9, 2011 12:22 AM	y
144	Mar 9, 2011 12:22 AM	yeas
145	Mar 9, 2011 12:24 AM	Yes The level of coaching at all the camps and friendliness of the staff is amazing.Also my child has continued to improve and developed such a love for the game.
146	Mar 9, 2011 12:25 AM	yes
147	Mar 9, 2011 12:26 AM	Yes
148	Mar 9, 2011 12:33 AM	pretty sure we will - my two other daughters play at NSGSA. we may look at that organization - the only reason I would consider switching is the turnout. It seemed to dwindle come the end.
149	Mar 9, 2011 12:34 AM	No, my team is never committed and my coach never listens to anything, only 3 people show up to a GOLD LEVEL TEAM and our games are always 2 people short
150	Mar 9, 2011 12:37 AM	Yes, my youngest wants to play. Regarding question #4, there are no other options.ie) If one wants to play soccer and one lives in WV, then one plays WVSC.
151	Mar 9, 2011 12:40 AM	Yes
152	Mar 9, 2011 12:45 AM	yes, because Taya thinks it is fun and WVSC is an excellent organization
153	Mar 9, 2011 12:55 AM	yes
154	Mar 9, 2011 12:56 AM	yes
155	Mar 9, 2011 12:56 AM	Yes, because we want to play for our hometown team.
156	Mar 9, 2011 12:57 AM	No graduating U18 this year
157	Mar 9, 2011 12:58 AM	Yes - my sons enjoy soccer and have made lasting friendships with their team-mates.
158	Mar 9, 2011 12:58 AM	yes, my son wants to continue playing soccer
159	Mar 9, 2011 1:00 AM	Yes
160	Mar 9, 2011 1:04 AM	We only sign up for another season if my son gets another coach. We are not happy with Peter Miele's coaching and the way he treats the kids.
161	Mar 9, 2011 1:06 AM	Y depending how the U21 or Tier 2 will work
162	Mar 9, 2011 1:12 AM	yes
163	Mar 9, 2011 1:15 AM	yes
164	Mar 9, 2011 1:16 AM	yes, our child is enjoying.
165	Mar 9, 2011 1:19 AM	y
166	Mar 9, 2011 1:20 AM	Yes

167	Mar 9, 2011 1:21 AM	Yes - healthy sport for kids. WV provides opportunity to play with kids in the community and less commute
168	Mar 9, 2011 1:28 AM	Y
169	Mar 9, 2011 1:39 AM	No - My kid did not enjoy it and did not want to go.
170	Mar 9, 2011 1:47 AM	Yes.
171	Mar 9, 2011 2:04 AM	Y
172	Mar 9, 2011 2:06 AM	N as player will be too old
173	Mar 9, 2011 2:06 AM	yes
174	Mar 9, 2011 2:07 AM	not sure. son is still considering
175	Mar 9, 2011 2:09 AM	Y
176	Mar 9, 2011 2:11 AM	Yes - friends play on her team
		yes for son
177	Mar 9, 2011 2:21 AM	no for daughter
178	Mar 9, 2011 2:25 AM	yes
179	Mar 9, 2011 2:28 AM	y
180	Mar 9, 2011 2:52 AM	Yes, already registered!
		No. Coach is a good person. Not enough players for him to run a great practice. Practice not intense enough to elevate player's skill levels. Some have the potential, but need better qualified coaches to raise the bar.
181	Mar 9, 2011 2:55 AM	No. Coach is a good person. Not enough players for him to run a great practice. Practice not intense enough to elevate player's skill levels. Some have the potential, but need better qualified coaches to raise the bar.
182	Mar 9, 2011 2:55 AM	yes, the kids love it.
183	Mar 9, 2011 2:56 AM	yes
184	Mar 9, 2011 2:56 AM	Yes.
		No. My daughter has lost interest because the team size was dramatically increased and the team dynamics changed completely, as did the play time.
185	Mar 9, 2011 2:56 AM	No. My daughter has lost interest because the team size was dramatically increased and the team dynamics changed completely, as did the play time.
186	Mar 9, 2011 2:59 AM	Yes
187	Mar 9, 2011 3:01 AM	Yes
188	Mar 9, 2011 3:21 AM	no
189	Mar 9, 2011 3:31 AM	Yes. Great program. Very well run.
190	Mar 9, 2011 3:55 AM	Y. I have lots of kids right into it.
		yes, my son enjoys the team he is playing with currently and wants to stay with them for the upcoming season.
191	Mar 9, 2011 3:56 AM	yes, my son enjoys the team he is playing with currently and wants to stay with them for the upcoming season.
		yes. My son enjoys the game and West Van is a convenient place for him to play.
192	Mar 9, 2011 4:17 AM	yes. My son enjoys the game and West Van is a convenient place for him to play.
193	Mar 9, 2011 4:21 AM	Yes
194	Mar 9, 2011 4:26 AM	Yes. My boys love soccer.
195	Mar 9, 2011 4:32 AM	yes
196	Mar 9, 2011 4:34 AM	y
197	Mar 9, 2011 4:37 AM	Y
		Probably as my children want to play but I'm not happy about the cost as it is more than in other places.
198	Mar 9, 2011 4:40 AM	Probably as my children want to play but I'm not happy about the cost as it is more than in other places.
199	Mar 9, 2011 4:42 AM	Yes
200	Mar 9, 2011 4:44 AM	Hopefully but only if finances permit - it's expensive!
201	Mar 9, 2011 4:57 AM	yes
202	Mar 9, 2011 4:57 AM	yes
203	Mar 9, 2011 5:04 AM	Y
204	Mar 9, 2011 5:09 AM	Y

205	Mar 9, 2011 5:13 AM	yes
206	Mar 9, 2011 5:15 AM	Yes, our daughter loves soccer! There are great coaches and a super team.
207	Mar 9, 2011 5:18 AM	yes - i think soccer is a great sport to play
208	Mar 9, 2011 5:22 AM	Y
209	Mar 9, 2011 5:31 AM	hopefully, still trying to convince my U8 son but my daughter wants to sign up too!
210	Mar 9, 2011 5:36 AM	Yes
211	Mar 9, 2011 5:47 AM	Yes. Josh loves it, great people, very organized
212	Mar 9, 2011 5:49 AM	no/daughter is finished u18
213	Mar 9, 2011 5:51 AM	yes
214	Mar 9, 2011 5:57 AM	y - because my kids love soccer
		yes
215	Mar 9, 2011 6:01 AM	kids enjoy it, good exercise
216	Mar 9, 2011 6:03 AM	Not sure, depends on the interest of our son.
217	Mar 9, 2011 6:14 AM	yes, my son loves soccer however the coach of our team is abusive and vulgar. He is a bully to many players. He does not listen to complaints. We are extremely disappointed with the level of achievement these very good players have reached. Many of them do not respect their coach. Some players will not return next season and these are the reasons. We attended all of Jammers clinics from age 8-12. Jammer and Roz and the other coaches are fantastic! The coach we have been assigned to is not. We field stuck, very stuck.
218	Mar 9, 2011 6:18 AM	my son's team had a very poor experience during the season which I totally blame the WVSC for. The coaches were terrific. It was extremely disheartening for players who lost much of their desire to play soccer. It could have and should have been avoided. It would be hard for me to recommend the WVSC when my own child has developed such negative feelings.
219	Mar 9, 2011 6:26 AM	No...my twins are Grade 12s with overwhelming time commitments to school and their mission to go on FH scholarships to US Universities.
		y
220	Mar 9, 2011 6:28 AM	My son want to continue playing
221	Mar 9, 2011 6:35 AM	No, seeing as I am graduating. However, if i was able to continue, I would consider registering with a different league as WVSC does not seem to hold try-outs for girls.
222	Mar 9, 2011 6:44 AM	yes
223	Mar 9, 2011 6:52 AM	yes
224	Mar 9, 2011 7:15 AM	yes
225	Mar 9, 2011 7:47 AM	Too many years with extremely bad parent coaching.
225	Mar 9, 2011 7:47 AM	Will decide depending on who is coaching.
226	Mar 9, 2011 7:58 AM	no

227	Mar 9, 2011 8:06 AM	I will most likely not be registering our son for a team, but will hopefully be registering him for development with Jammer instead. I find that the volunteer coaches don't have the training to coach with a positive voice. There is far too much negativity coming from the coaches to the players. I don't feel the same about the staff coaches. My kids' experiences with them have been excellent.
228	Mar 9, 2011 10:02 AM	No, my U10 daughter has lost interest and would prefer to do field hockey instead.
229	Mar 9, 2011 3:33 PM	yes, soccer is important to all my three boys
230	Mar 9, 2011 4:12 PM	Yes because outdoor team activity is great.
231	Mar 9, 2011 4:35 PM	yes, my son had a great season (moved from North Van)
232	Mar 9, 2011 4:55 PM	yes
233	Mar 9, 2011 5:02 PM	y
234	Mar 9, 2011 5:26 PM	Yes. My son loves to just play soccer.
235	Mar 9, 2011 5:28 PM	Yes but hopefully the WVSC will provide enough players to field a team. A disappointing year with players just placed on a team to fill a spot but not able to play at the level placed on. A hard year with lack of commitment by some players and again, weekly problems having to fielding a team. A very tough year and hard to keep players wanting to return...hopefully 2011/2012 will be better a better year and some discussion will take place with coaches to create a cohesive group of young men wanting to play and enjoying coming to play....instead of disappointment.
236	Mar 9, 2011 5:34 PM	Not sure. Looking at all options
237	Mar 9, 2011 6:27 PM	absolutely.
238	Mar 9, 2011 6:46 PM	Not decided. Our team was at such a disadvantage this year ; we were always scrambling for players; many of our players had little to no soccer experience. The combination had a terrible affect on team moral .At the bronze level greater care is needed to balance teams.Thankfully I believe there is a plan in place to correct some of the major problems we had this year.
239	Mar 9, 2011 7:06 PM	yes - kids want to play
240	Mar 9, 2011 7:35 PM	yes
241	Mar 9, 2011 8:18 PM	Yes, my daughter enjoys socceer
242	Mar 9, 2011 8:45 PM	have already
243	Mar 9, 2011 9:08 PM	Yes, my son likes the program, his team and coaches
244	Mar 9, 2011 10:08 PM	Yes - better than NS Soccer club
245	Mar 9, 2011 10:33 PM	yes
246	Mar 9, 2011 10:54 PM	No. Its too expensive and I disagree with all the non-rep players supporting the cost of additional coaches for the rep players. Those kids should pay for it themselves with higher fees.
247	Mar 9, 2011 11:40 PM	Yes
248	Mar 10, 2011 12:05 AM	No, because I don't have any more school going children!
249	Mar 10, 2011 12:31 AM	yes
250	Mar 10, 2011 1:14 AM	No. Trying out for Metro
251	Mar 10, 2011 2:15 AM	y because its awesome
252	Mar 10, 2011 3:16 AM	Yes. My son loves soccer and no longer plays any other organized sport.

253	Mar 10, 2011 4:40 AM	yes. Our son loves it
254	Mar 10, 2011 5:03 AM	Uncertain. Hard to see if my kids actually enjoyed the soccer component, and I'd rather see more soccer playing than shark/flush the toilet etc
255	Mar 10, 2011 5:04 AM	Yes
256	Mar 10, 2011 5:33 AM	Yes, An excellent year was had at the club.
257	Mar 10, 2011 2:46 PM	yes, it is the community club
258	Mar 10, 2011 4:05 PM	No. Extremely unhappy with the coach & rapport of the coach with the players.
259	Mar 10, 2011 5:29 PM	Y
260	Mar 10, 2011 6:03 PM	yes
261	Mar 10, 2011 6:47 PM	yes. I will register my son because it is the only club in west vancouver, but if there was a higher quality team available with the same price I would rather to put my son there.
262	Mar 10, 2011 10:39 PM	y
263	Mar 11, 2011 1:09 AM	yes
264	Mar 11, 2011 4:34 AM	y
265	Mar 11, 2011 5:26 AM	Yes, but would be really disappointed if the talent pool is not spread evenly. As in the case with the 2010/2011 U17 teams. Gold 1 U17 won the league, but gold 2 U17 ended up in last. The Gold 2 got placed with bronze caliber players, silver 2 at best, with the exception of 2 or 3 players, and even if they are the best on the team and deserve to be in gold, they'll never end up getting the chance to play on a successful team because the WV scouts never mix up the Gold 1 team and always keep it the same, unless a metro player drops down. I would honestly like to see a better mixing of the players, or at least give the highly recommended Gold 2 players a chance to play on the Gold 1 team because its not fair for those 2 or 3 gold level players to be playing with other bronze/silver players and not being able to enjoy or improve. And this has probably been true for the past 3-4 years.
266	Mar 11, 2011 5:29 AM	yes Our son has played with the same team and coaches for 4 seasons and enjoys it.
267	Mar 11, 2011 4:53 PM	yes
268	Mar 11, 2011 7:05 PM	Yes. My child had fun.
269	Mar 11, 2011 10:49 PM	Yes
270	Mar 12, 2011 12:15 AM	yes for fitness,team camaraderie, fun, improve soccer skills
271	Mar 12, 2011 6:03 AM	Likely however it depends on other options
272	Mar 12, 2011 6:13 AM	Y - our son likes soccer
273	Mar 12, 2011 6:19 AM	No. Our son thought he'd get to play on a full field this year. He didn't like Futsal.
274	Mar 12, 2011 6:45 AM	Yes, I like soccer and WVSC provides me with a lot of good and fun soccer.
275	Mar 12, 2011 8:57 PM	Yes

Question 4

Would you recommend the WVSC to a potential player or parent?		
Answer Options	Response Percent	Response Count
a. Yes	75.9%	208
b. Maybe	19.0%	52
c. No	5.1%	14
<i>answered question</i>		274
<i>skipped question</i>		2

Question 5

How do you find the price of registration?		
Answer Options	Response Percent	Response Count
a. High	37.0%	102
b. Fair	53.3%	147
c. Very reasonable	9.8%	27
d. Low	0.0%	0
<i>answered question</i>		276
<i>skipped question</i>		0

Question 6

How do you find the process of registration?		
Answer Options	Response Percent	Response Count
a. Poor	2.5%	7
b. Average	19.6%	54
c. Good	57.5%	158
d. Excellent	20.4%	56
<i>answered question</i>		275
<i>skipped question</i>		1

Question 7

Are you satisfied with the scheduling time for field use? (Y/N) Why/Why not?		
Answer Options	Response Count	
	276	
<i>answered question</i>	276	
<i>skipped question</i>	0	

Number	Response Date	Response Text
1	Mar 8, 2011 7:28 PM	Yes
2	Mar 8, 2011 7:28 PM	yes
3	Mar 8, 2011 7:28 PM	Yes
4	Mar 8, 2011 7:29 PM	y

5	Mar 8, 2011 7:29 PM	yes, seems fair and equitable.
6	Mar 8, 2011 7:29 PM	no. having 13 year olds finish at 8:00pm is not the best for their overall health. GAme times were fine.
7	Mar 8, 2011 7:29 PM	huh?
8	Mar 8, 2011 7:30 PM	Y I have not encountered any problems to date.
9	Mar 8, 2011 7:32 PM	Yes...although would like to see less travel...keep games on North Shore
10	Mar 8, 2011 7:32 PM	Yes
11	Mar 8, 2011 7:33 PM	yes
12	Mar 8, 2011 7:33 PM	yes
13	Mar 8, 2011 7:34 PM	Yes.
14	Mar 8, 2011 7:35 PM	Yes
15	Mar 8, 2011 7:35 PM	Yes - seems to work well
16	Mar 8, 2011 7:35 PM	No as my child's team had to share a field between two other teams for practice.
17	Mar 8, 2011 7:36 PM	So far, yes.
18	Mar 8, 2011 7:36 PM	yes
19	Mar 8, 2011 7:36 PM	No, U-14 Gold 1 team playing on a tired old grass field. We were the only team in our bracket that did not play on a turf field.
20	Mar 8, 2011 7:36 PM	yes
21	Mar 8, 2011 7:36 PM	yes. games have been always in the morning so but if it would have been in the afternoon it must have been more difficult to adjust with other personal schedules.
22	Mar 8, 2011 7:37 PM	yes
23	Mar 8, 2011 7:37 PM	Yes but I do find the club gives preference to the "high performance/high opportunity" groups through both field placement and attention. It feels at times that the kids are streamed so early that it takes away from the team building aspect and doesn't make room for late bloomers. This may just be an impression but I worry about kids being on remote fields in the dark not feeling as valued as others.
24	Mar 8, 2011 7:38 PM	mostly yes, except when its after 7pm.
25	Mar 8, 2011 7:38 PM	N - boys get preferential treatment
26	Mar 8, 2011 7:40 PM	Y
27	Mar 8, 2011 7:40 PM	y
28	Mar 8, 2011 7:42 PM	entire year was inside for practices. Would have preferred some outdoor times.
29	Mar 8, 2011 7:43 PM	No, in an ideal world all teams over U12 should have a choice of two turf times.
30	Mar 8, 2011 7:44 PM	y
31	Mar 8, 2011 7:45 PM	Yes
32	Mar 8, 2011 7:45 PM	no, I think that gold level players should only practice on turf, and that too many teams are on the field at once because the fields are being rented to too many groups at the same time. Our gold teams are no longer competitive due to practicing on gravel or, in my daughters case: duck pond and one quarter of a turf field - not good value in my opinion
33	Mar 8, 2011 7:47 PM	Yes.

34	Mar 8, 2011 7:48 PM	Yes. I love that we've had the same practice time for years so that it stays a routine, and I find most of hte game times manageable,
35	Mar 8, 2011 7:48 PM	y
36	Mar 8, 2011 7:50 PM	yes
37	Mar 8, 2011 7:50 PM	Yes
38	Mar 8, 2011 7:51 PM	Yes, okay ...
39	Mar 8, 2011 7:51 PM	Yes - the times & locations have worked for us
40	Mar 8, 2011 7:51 PM	Y
41	Mar 8, 2011 7:52 PM	No-gold level players should not have to play in mud
42	Mar 8, 2011 7:53 PM	yes
43	Mar 8, 2011 7:56 PM	yes, now that my child is older and his team has access to the AT. Did not enjoy the many years of being first at the grass field and having to do the lines!
44	Mar 8, 2011 7:57 PM	yes
45	Mar 8, 2011 7:57 PM	Yes
46	Mar 8, 2011 8:02 PM	y
47	Mar 8, 2011 8:02 PM	y
48	Mar 8, 2011 8:05 PM	y
49	Mar 8, 2011 8:06 PM	girls are less of a priority than boys...
50	Mar 8, 2011 8:08 PM	No - it doesn't seem right that teams cannot play at the same time as development camps. This limits field use a great deal.
51	Mar 8, 2011 8:09 PM	yes
52	Mar 8, 2011 8:14 PM	N can't complain as I don't have suggestion to improve it it is a time vs available space vs # teams equation!
53	Mar 8, 2011 8:15 PM	yes love the earlier start for the U7, 9:30
54	Mar 8, 2011 8:16 PM	yes
55	Mar 8, 2011 8:17 PM	yes
56	Mar 8, 2011 8:19 PM	Games should be at fixed time. With 3 kids it's hard to have different game times every week. Practice are ok but maybe too late for kids (7 to 8 pm).
57	Mar 8, 2011 8:20 PM	Yes
58	Mar 8, 2011 8:21 PM	Yes, very satisfied.
59	Mar 8, 2011 8:22 PM	y
60	Mar 8, 2011 8:23 PM	Given the cost, it's suprising that so many teams have to share fields (4 to 1) for practice sessions. Too many enhancement camps taking field times it seems. Why is there such a cost difference btwn North and West Van...seems a money grab. The arguement might be better coaches, but the coach to student ratio is much higher in west van. This is wrong. The prices should be more competitive - I know some people are going elsewhere for additional camps and I hesitate to enroll my kids because its very, very expensive. Not everyone in West Van is rich.
61	Mar 8, 2011 8:28 PM	Yes it has been excellent
62	Mar 8, 2011 8:29 PM	yes
63	Mar 8, 2011 8:30 PM	OK. Not much choice to choose from.

64	Mar 8, 2011 8:36 PM	yes
65	Mar 8, 2011 8:38 PM	Not last year but that was because of key field under construction
66	Mar 8, 2011 8:40 PM	Yes
67	Mar 8, 2011 8:42 PM	yes
68	Mar 8, 2011 8:43 PM	yes
69	Mar 8, 2011 8:46 PM	Yes
70	Mar 8, 2011 8:46 PM	Times available are fine. Communication of schedules could be more streamlined.
71	Mar 8, 2011 8:46 PM	y Registration Page should remember ALL previous data if unchanged!
72	Mar 8, 2011 8:49 PM	y
73	Mar 8, 2011 8:51 PM	y
74	Mar 8, 2011 8:52 PM	yes
75	Mar 8, 2011 8:52 PM	It's ok - some of the games start too early
76	Mar 8, 2011 8:53 PM	no. pressured to get off field for next team. pressure from some parents and other coaches is a joke
77	Mar 8, 2011 8:54 PM	yes
78	Mar 8, 2011 8:58 PM	Yes
79	Mar 8, 2011 9:00 PM	My only comment is that for some of the development camps, having a 3:30 start can be difficult. 4:30 start would be preferable, although I understand this is limited to field availability.
80	Mar 8, 2011 9:02 PM	Yes. The only area in which I'm not satisfied is how the last day of soccer was a "fun" day with activities which had nothing at all to do with soccer. We came with our cameras and grandparents to watch our son play soccer but he never played and he was very disappointed about it. I understand that it's a fun day but there should be soccer games associated with it. He feels like he didn't end "on a good note" b/c he didn't play a game. If you could please reconsider the way the last day of soccer is held, it would be much appreciated.
81	Mar 8, 2011 9:02 PM	Lots of last minute scheduling
82	Mar 8, 2011 9:05 PM	Yes
83	Mar 8, 2011 9:09 PM	no: if gold etc. get priority for turf and times then they should pay more. Why have house players essentially subsidize higher level teams
84	Mar 8, 2011 9:10 PM	yes.
85	Mar 8, 2011 9:11 PM	No I think the kids should of had more time with playing the actual game. They could of also had one more day of practice with a coach to feel more like a team not a bunch of kids that you may or may not know.
86	Mar 8, 2011 9:12 PM	Yes, it was a good day and time for us.
87	Mar 8, 2011 9:13 PM	Yes
88	Mar 8, 2011 9:20 PM	Yes

		Yes
		Survey is a great idea. Think you should have asked more pointed questions about development. I.e. Not all parents understand how to make maximum use of the extra opportunities. Jammer and his team is committed - as a parent - not directly involved - I see a caring approach. Soccer season though the winter months is brutal - not sure what can be done.
		Might be a thought to look at new attire for WV.
		I really like the use of pro day d for extra clinics - great idea. Ref are generally very good.
		Anyways, we play a lot of hockey and we are familiar with how that works but all in all, the learning curve has been gradual and the experience excellent.
89	Mar 8, 2011 9:21 PM	
90	Mar 8, 2011 9:22 PM	yup
91	Mar 8, 2011 9:25 PM	Yes ... but it was only street soccer for my son this year.
92	Mar 8, 2011 9:26 PM	No complaints.
93	Mar 8, 2011 9:30 PM	y
94	Mar 8, 2011 9:31 PM	N/a as in u6 program
95	Mar 8, 2011 9:37 PM	y
96	Mar 8, 2011 9:38 PM	No, my son's team practice conflicted with another activity and all teams in the same division had the same practice time
97	Mar 8, 2011 9:38 PM	yes
98	Mar 8, 2011 9:38 PM	yes
99	Mar 8, 2011 9:38 PM	No. Uncooperative and arbitrary decision making
100	Mar 8, 2011 9:40 PM	yes
101	Mar 8, 2011 9:47 PM	y
102	Mar 8, 2011 9:47 PM	y
103	Mar 8, 2011 9:50 PM	Yes. Look forward to the new Ambleside A
104	Mar 8, 2011 9:55 PM	yes
105	Mar 8, 2011 9:56 PM	Yes.
106	Mar 8, 2011 9:59 PM	Ok
107	Mar 8, 2011 10:05 PM	Yes
108	Mar 8, 2011 10:07 PM	no, need more turf time... but i understand the limitations.... hockey players shld get their own fields
109	Mar 8, 2011 10:09 PM	yes
110	Mar 8, 2011 10:14 PM	Yes
111	Mar 8, 2011 10:17 PM	Yes, but 2 teams should never be scheduled to share gym space.
112	Mar 8, 2011 10:20 PM	would prefer season to be in warmer months
113	Mar 8, 2011 10:27 PM	y
114	Mar 8, 2011 10:31 PM	At the U-9 and U-7 level, our children are still practising indoor. I know space is limited, but it would be nice if the U-10's could be outside next year.
115	Mar 8, 2011 10:37 PM	not bad.

116	Mar 8, 2011 10:39 PM	y
117	Mar 8, 2011 10:50 PM	yes
118	Mar 8, 2011 10:57 PM	Y
119	Mar 8, 2011 11:03 PM	Yes.
120	Mar 8, 2011 11:05 PM	Would like to see gold teams only on turf
121	Mar 8, 2011 11:11 PM	Yes
122	Mar 8, 2011 11:17 PM	yes
123	Mar 8, 2011 11:18 PM	no we never get to play games on the turf
124	Mar 8, 2011 11:19 PM	We only use Hugo Ray, although on some occasions we should have moved due to bad weather and poor grass conditions.
125	Mar 8, 2011 11:20 PM	y
126	Mar 8, 2011 11:23 PM	yes
127	Mar 8, 2011 11:24 PM	yes
128	Mar 8, 2011 11:27 PM	Y
129	Mar 8, 2011 11:27 PM	yes
130	Mar 8, 2011 11:37 PM	yes
131	Mar 8, 2011 11:59 PM	ok
132	Mar 9, 2011 12:00 AM	No. The U8 girls were relegated to sharing a small gym with another team. We had little in the way of help for our inexperienced coaches and the girls basically lost a year of soccer learning in 2010/11. We were very disappointed with the year of soccer save for the Friday development sessions which our daughter attended and were her only real soccer this year. Sharing a gym is useless. Can't run a proper practice with good drills and the mini-games meant the kids were on the sidelines a lot rather than working at skills. Our teams were all too small and we often had 8 or fewer players at a game which meant complaints from our N Van opponents, understandably. We and our daughter are keen for her to play and excel at soccer. We look forward to further development programs, such as Plus, in the fall as well as new teams without absentee ski families and non-committed players. Many families and girls do not seem to understand that soccer is a Sept - March commitment for most Saturdays and WVSC should not allow families to sign up if they are going to do Whistler ski programs in the winter. Its not fair to the team, the opponents, nor the coaches.
133	Mar 9, 2011 12:01 AM	yes it seems fine
134	Mar 9, 2011 12:03 AM	Yes
135	Mar 9, 2011 12:04 AM	yes
136	Mar 9, 2011 12:08 AM	no, gold team should not be sharing a gravel field (ambleside H) for practice
137	Mar 9, 2011 12:09 AM	no
138	Mar 9, 2011 12:11 AM	sure
139	Mar 9, 2011 12:13 AM	sure but would like to see home games at 10:30 Sat morning instead of 8:30. Maybe this year.
140	Mar 9, 2011 12:14 AM	The field use time is good, the practise time in the gym is to late....7-8pm for 8 yr. olds

141	Mar 9, 2011 12:15 AM	Gravel fields and some grass are in bad shape. Girls don't get fair access to turf.
142	Mar 9, 2011 12:15 AM	Yes
143	Mar 9, 2011 12:22 AM	y
144	Mar 9, 2011 12:22 AM	yes
145	Mar 9, 2011 12:24 AM	I fell the lack of available turf is a problem in WV especially losing the field at ambleside during the field hockey construction
146	Mar 9, 2011 12:25 AM	I understand the limitations. Feel the U14 level should be on AT but again, understand the constraints.
147	Mar 9, 2011 12:26 AM	Yes
148	Mar 9, 2011 12:33 AM	yes. the field and schedule seems fine
149	Mar 9, 2011 12:34 AM	yes
150	Mar 9, 2011 12:37 AM	Yes
151	Mar 9, 2011 12:40 AM	Don't know
152	Mar 9, 2011 12:45 AM	It would be really nice to have the Spuraways play on turf. They were one of the ONLY teams in their league who did not have a turf field. Also, some of the good 3.30 programs are hard to get kids to for working parents! But that seems to get better as they get older!
153	Mar 9, 2011 12:55 AM	yes
154	Mar 9, 2011 12:56 AM	yes
155	Mar 9, 2011 12:56 AM	Nope...we got an early time this past year (4pm) which meant that none of our parents were available to coach.
156	Mar 9, 2011 12:57 AM	Yes
157	Mar 9, 2011 12:58 AM	Yes
158	Mar 9, 2011 12:58 AM	It is fine.
159	Mar 9, 2011 1:00 AM	Yes
160	Mar 9, 2011 1:04 AM	Yes, there was never a problem.
161	Mar 9, 2011 1:06 AM	Y
162	Mar 9, 2011 1:12 AM	yes
163	Mar 9, 2011 1:15 AM	yes
164	Mar 9, 2011 1:16 AM	yes, not too early, not too late....just right.
165	Mar 9, 2011 1:19 AM	y
166	Mar 9, 2011 1:20 AM	No. There is no way that Gold teams should be playing on poor quality grass fields and it is absolutely appalling that kids in divisional still have gravel alternates (poorly maintained gravel too)
167	Mar 9, 2011 1:21 AM	Yes - sometimes are late for younger players, but \i think that working coaches have trouble doing anything else.
168	Mar 9, 2011 1:28 AM	Y
169	Mar 9, 2011 1:39 AM	no would prefer a different time but you cant please everyone
170	Mar 9, 2011 1:47 AM	Yes
171	Mar 9, 2011 2:04 AM	N. Schedule not known in advance. Schedule changes at short notice.
172	Mar 9, 2011 2:06 AM	Y
173	Mar 9, 2011 2:06 AM	yes
174	Mar 9, 2011 2:07 AM	we had an early time which worked well with other activities

175	Mar 9, 2011 2:09 AM	Y
176	Mar 9, 2011 2:11 AM	Y - great fields, worth paying the extra price for vs North Van fields
177	Mar 9, 2011 2:21 AM	yes...just about right amount of time during the week...after all these are elementary school kids with homework to do too!
178	Mar 9, 2011 2:25 AM	most of the time
179	Mar 9, 2011 2:28 AM	y
180	Mar 9, 2011 2:52 AM	Yes
181	Mar 9, 2011 2:55 AM	Yes
182	Mar 9, 2011 2:55 AM	yes, this year was a good year in terms of fields and times.
183	Mar 9, 2011 2:56 AM	yes
184	Mar 9, 2011 2:56 AM	No. Too little field time and gym time availability
185	Mar 9, 2011 2:56 AM	yes
186	Mar 9, 2011 2:59 AM	Yes
187	Mar 9, 2011 3:01 AM	Yes
188	Mar 9, 2011 3:21 AM	yes
189	Mar 9, 2011 3:31 AM	Perfect time.
190	Mar 9, 2011 3:55 AM	Y mostly. Considering everything it is pretty good. I don't think it's fair that boys always get Saturday mornings: it should be alternated.
191	Mar 9, 2011 3:56 AM	NO!!!!!!!!!!!!!! I think for the younger age groups that to have 3 or 4 teams on a field at a time is ok, but to have older teams ie: U16 - 18 with the same amount of teams per field is counterproductive. We have actually gone and paid out of our pockets to find fieldtime in other districts so we could get at least 1/2 field to train on. I appreciate the scheduling nightmare with construction and # of teams and limited access to turf, but older teams both male and female really need to be limited to 2 teams maximum per training session on the turf fields.
192	Mar 9, 2011 4:17 AM	y
193	Mar 9, 2011 4:21 AM	yes - would like more time on the turf for the younger players too though.
194	Mar 9, 2011 4:26 AM	Yes. I am aware that the club tries to work out the schedule to suit players and coaches. I understand that each team must take a slot on the gravel pitches but they are in such a bad state that through the winter, bad weather means cancellations.
195	Mar 9, 2011 4:32 AM	yes
196	Mar 9, 2011 4:34 AM	y
197	Mar 9, 2011 4:37 AM	I would prefer practices to be in the afternoon rather than in the late evening.
198	Mar 9, 2011 4:40 AM	Yes - don't like dinner time practices/games but recognize it is difficult to get everyone in.
199	Mar 9, 2011 4:42 AM	Yes
200	Mar 9, 2011 4:44 AM	Yes
201	Mar 9, 2011 4:57 AM	No. Most of our games started at 9:00 am, which I think is too early for 7 year old. 10:30 starts will be much better

202	Mar 9, 2011 4:57 AM	yes
203	Mar 9, 2011 5:04 AM	Y
204	Mar 9, 2011 5:09 AM	y
205	Mar 9, 2011 5:13 AM	yes
206	Mar 9, 2011 5:15 AM	We were in the gym for practices. Good time for games on Sat.
207	Mar 9, 2011 5:18 AM	Yes - but prefer mornings for U6 girls instead of 230
208	Mar 9, 2011 5:22 AM	Y.
209	Mar 9, 2011 5:31 AM	Yes, it was great to play close to home but the various fields are fun for a change
210	Mar 9, 2011 5:36 AM	Yes, they have had 2 practices a week (one gravel, one turf) as the coach requested, for grade 7-10
211	Mar 9, 2011 5:47 AM	Yes
212	Mar 9, 2011 5:49 AM	yes
213	Mar 9, 2011 5:51 AM	yes
214	Mar 9, 2011 5:57 AM	teams do not have enough truf time and the times scheduled are too short
215	Mar 9, 2011 6:01 AM	yes
216	Mar 9, 2011 6:03 AM	Yes
217	Mar 9, 2011 6:14 AM	We have very talented players. One practice per week on turf is not enough.
218	Mar 9, 2011 6:18 AM	Yes
219	Mar 9, 2011 6:26 AM	Yes, always the coordinators seem very flexible and willing to accomodate team needs.
220	Mar 9, 2011 6:28 AM	y
221	Mar 9, 2011 6:35 AM	y
222	Mar 9, 2011 6:44 AM	No. we had Saturdays at 2:30. i would rather either the start or end of the day.
223	Mar 9, 2011 6:52 AM	No. Arbitrary assignments of time and location. Very late in the season before being told time and location of practice. No consideration for families trying to schedule multiple kids and multiple activites.
224	Mar 9, 2011 7:15 AM	yes
225	Mar 9, 2011 7:47 AM	yes
226	Mar 9, 2011 7:58 AM	no, not enough practice (once a week)
227	Mar 9, 2011 8:06 AM	Yes
228	Mar 9, 2011 10:02 AM	Yes, scheduling has been fine for practices at 4 pm Ambleside turf and games on Saturdays at Hugo Ray
229	Mar 9, 2011 3:33 PM	Yes
230	Mar 9, 2011 4:12 PM	Much better since all pratices or almost are located at Ambleside site (Caufield were not convenient!). Indoor practice during week days are great too!
231	Mar 9, 2011 4:35 PM	Yes
232	Mar 9, 2011 4:55 PM	not always. We had too many 8:30 am starts with coaches expecting players to be on field 45 minutes prior.
233	Mar 9, 2011 5:02 PM	y
234	Mar 9, 2011 5:26 PM	For most part. In the last year, games were often on Friday nights at 7.30pm. That was not a easy time during the winter season. Plus they are exhausted after a week

		of school.
235	Mar 9, 2011 5:28 PM	Yes
236	Mar 9, 2011 5:34 PM	Yes
237	Mar 9, 2011 6:27 PM	absolutely
238	Mar 9, 2011 6:46 PM	yes - I was the manager of our team for 5 years and I found Claudia went above and beyond to accomodate our needs . For instance for many years we requested extra practises and she always managed to accomodate this which was greatly appreciated.
239	Mar 9, 2011 7:06 PM	yes - but the policy for not allowing teams to use up unused turf time is bizarre. A policy should be put in place for additional time to be available for teams to book rather than leaving the fields empty
240	Mar 9, 2011 7:35 PM	Not happy with all the changes to the U9 field Tuesday evening practices - changing on the day of is very hard as I don't always have access to email. There was one mixed up with the team names which sent us to the wrong field, but that's totally understandable. I like the times for the U9 and U7 games - I like that U7 is consistent and the U9 times were relevatively similar on every Saturday.
241	Mar 9, 2011 8:18 PM	Yes.
242	Mar 9, 2011 8:45 PM	yes
243	Mar 9, 2011 9:08 PM	Yes
244	Mar 9, 2011 10:08 PM	Yes - we have always gotten our requested time
245	Mar 9, 2011 10:33 PM	yes. However I would like the soccer is continued especially during the summer time.
246	Mar 9, 2011 10:54 PM	Yes
247	Mar 9, 2011 11:40 PM	yes
248	Mar 10, 2011 12:05 AM	Yes
249	Mar 10, 2011 12:31 AM	yes
250	Mar 10, 2011 1:14 AM	Mostly yes, I do think training times should be longer, maybe 90 minutes or 2 hours.
251	Mar 10, 2011 2:15 AM	y it fits well with other sports
252	Mar 10, 2011 3:16 AM	I don't believe the gold and silver divisional teams really have the fields or priority they need. Gravel fields should not be used at the divisional level, other than for house teams, and only then if there is absolutely no other choice.
253	Mar 10, 2011 4:40 AM	Don't know.
254	Mar 10, 2011 5:03 AM	Yes
255	Mar 10, 2011 5:04 AM	Yes
256	Mar 10, 2011 5:33 AM	Need more field time for all players.
257	Mar 10, 2011 2:46 PM	yes, as we understand that there are multiple demands on field
258	Mar 10, 2011 4:05 PM	Yes
259	Mar 10, 2011 5:29 PM	Y
260	Mar 10, 2011 6:03 PM	fine
261	Mar 10, 2011 6:47 PM	yes

262	Mar 10, 2011 10:39 PM	n
263	Mar 11, 2011 1:09 AM	yes
264	Mar 11, 2011 4:34 AM	y
265	Mar 11, 2011 5:26 AM	Older age groups should be given priority on turf. Two turf practices should be no problem for the older age groups, while the younger ones should still be given the one gravel and one turf practices.
266	Mar 11, 2011 5:29 AM	Most of the games this season were scheduled mid morning and we had some minor conflicts with another activity. We would prefer an early morning start so the rest of the day is freed up.
267	Mar 11, 2011 4:53 PM	yes
268	Mar 11, 2011 7:05 PM	Yes
269	Mar 11, 2011 10:49 PM	Not always, there could be more time allowed inbetween different matches so there isn't such a big overlap.
270	Mar 12, 2011 12:15 AM	yes
271	Mar 12, 2011 6:03 AM	Not really. Seems silly to try an play through the worst weather, then as soon as Spring arrives and the weather shows improvement, the season is over.
272	Mar 12, 2011 6:13 AM	Y
273	Mar 12, 2011 6:19 AM	No. Practice times were dictated by WVSC, not the coach.
274	Mar 12, 2011 6:45 AM	No, my team only got 1 day a week for the practices, and also, we never played our postponed matches. I think these should be some games played during the week days too. Even during school hours is ok.
275	Mar 12, 2011 8:57 PM	Not really. My daughter doesn't like playing on gravel.
276	Mar 13, 2011 4:33 PM	yes

Question 8

How do you find communication with the WVSC?

Answer Options	Response Percent	Response Count
a. Poor	13.2%	36
b. Average	26.8%	73
c. Good	45.6%	124
d. Excellent	14.3%	39
<i>answered question</i>		272
<i>skipped question</i>		4

Question 9**How do you find the WVSC website?**

Answer Options	Response Percent	Response Count
a. Poor	7.7%	21
b. Average	38.3%	105
c. Good	45.3%	124
d. Excellent	8.8%	24
<i>answered question</i>		274
<i>skipped question</i>		2

APPENDIX E – EVENT APPLICATION



PARADE APPLICATION FORM

Theme: *The Beach - Where we come for fun!* Event Date: Saturday, June 4, 2011

Entry Name (Organization or Business Name): _____
Application Name (Contact Person): _____
Address: _____
Email: _____
Phone (Home or Cell): _____ (Work): _____

- Non-Profit Organization (includes schools & community groups)
Entry Fee: no charge
Local Business (West Vancouver only)
Entry Fee: \$150

Music/PA system (type and volume) Please be specific: _____

Number of People _____

Back by popular demand, vehicle floats! Identify transportation and vehicle float details:
(be specific so we can ensure the parade line-up maximizes and shows off your entry)

Please tell us about how you plan to incorporate "The Beach - Where we come for fun" into your parade entry.

NOTE: All Parade Participants are welcome to gain sponsorship for the enhancement of their entry. Businesses and non-profits with sponsors must keep signage with business name to one sign per float or entry

Interested in being part of the Post Parade Celebrations at the Civic Site?

- Display/Information Booth or Activity Booth

Please describe _____

Please complete and return the entry form by April 15, 2011 to:

Christie Rosta by EMAIL: crosta@westvancouver.ca
By MAIL: Attn: Christie Rosta, Special Events 750-17th Street, West Vancouver BC, V7V 3T3
FAX: 604-925-6062 or In person: Municipal Hall (above address)

Please include a cheque for \$150 if you are a Business applicant.



Information or Activity Booth Application Form
West Vancouver Community Day
Saturday June 4, 2011

Please submit with Booth Fee by Friday, April 15th, 2011

Group Name: _____

Contact Person: _____ Telephone: _____

Email: _____

Information/Display Booth (No sales permitted at information booths. Information only please)

OR

Activity Booth (Please describe ie: Potato Sack Race, Crafts, Washer Toss etc.)

Number of 6"ft tables required: _____ Number of chairs required: _____

Special requirements: _____

Site Visit: A site visit with the Special Event Coordinator may be required to ensure the best location for your activity and to review your specific requirements. You will be contacted in May to arrange a time.

Tents: All vendors are required to provide their own tent.

- Your tent must be 10ft x 10ft in size.

Vendor Fee: The cost to host a Display or Activity booth at Community Day is \$35, cheque payable to: The Corporation of the District of West Vancouver.

Please complete and return the entry form by April 15, 2011 to:

By EMAIL: Christie Rosta, crosta@westvancouver.ca

By MAIL: Attn: Christie Rosta, Special Events 750-17th Street, West Vancouver BC, V7V 3T3

By FAX: 604-925-6062 or In person: Municipal Hall (above address)

Thank you for your participation & support of the West Vancouver Community Day!

Document # 451762v1

**APPENDIX F – DISK CONTAINING
SOFTCOPY FILES**