

Taking A Community Approach To Amateur Sport

*Mary Hunter Hall, Parkgate Community Centre, North Vancouver, BC
9.00am – 12.00pm, Sunday 24th February 2019*

Paul Varian

President

Capitis Consulting Inc.

Capitis Consulting

Services In And Around The Soccer Board Room



Some Of Our Clients



Defining A Great Community Sport Club

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What Is Your Role As A Sports Club?



A Competition Success?



A Competition Success?



B To Build Great Athletes?



A Competition Success?



B To Build Great Athletes?



C To Build Successful People?



A Competition Success?



B To Build Great Athletes?



D To Build Better Community?



C To Build Successful People?



Podium



Technical

Performance



Inspirational

Four P's

Member

Place

Person



Community



Podium



Technical

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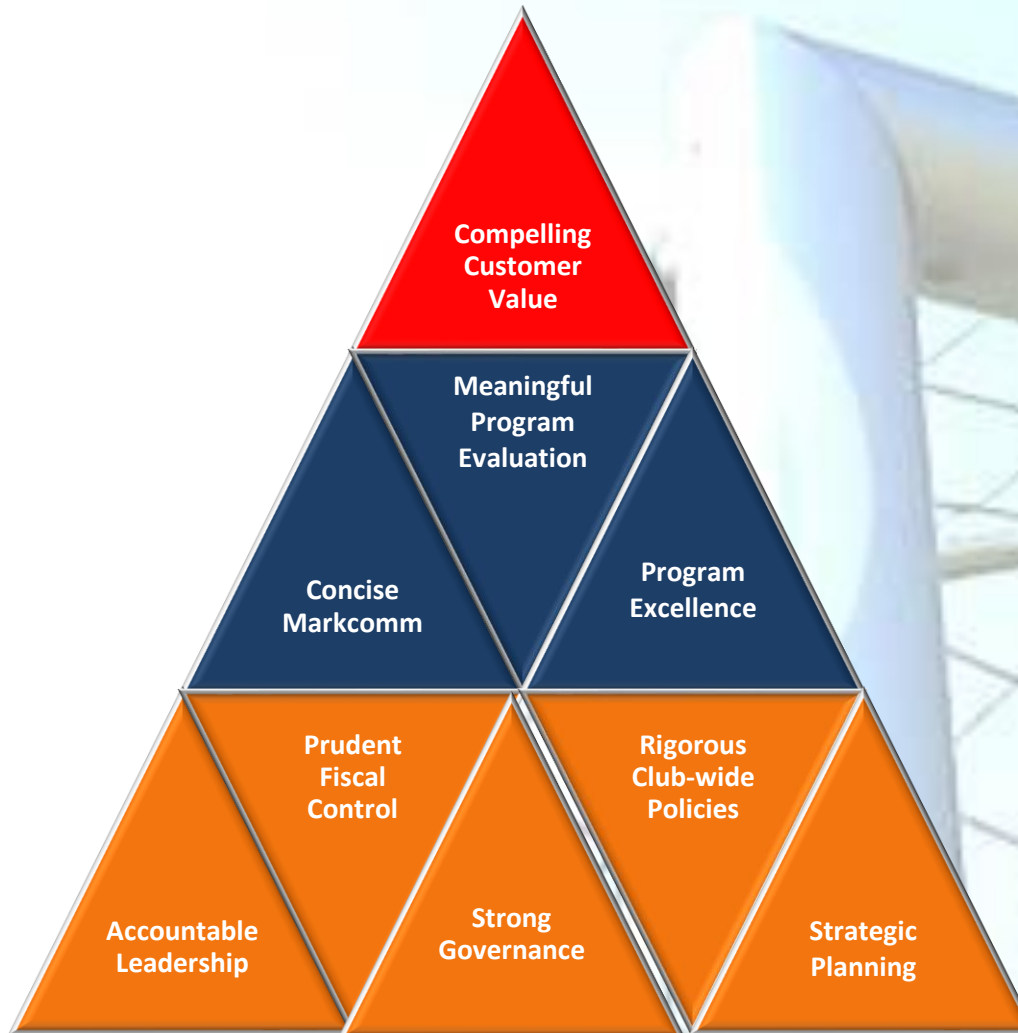
Community



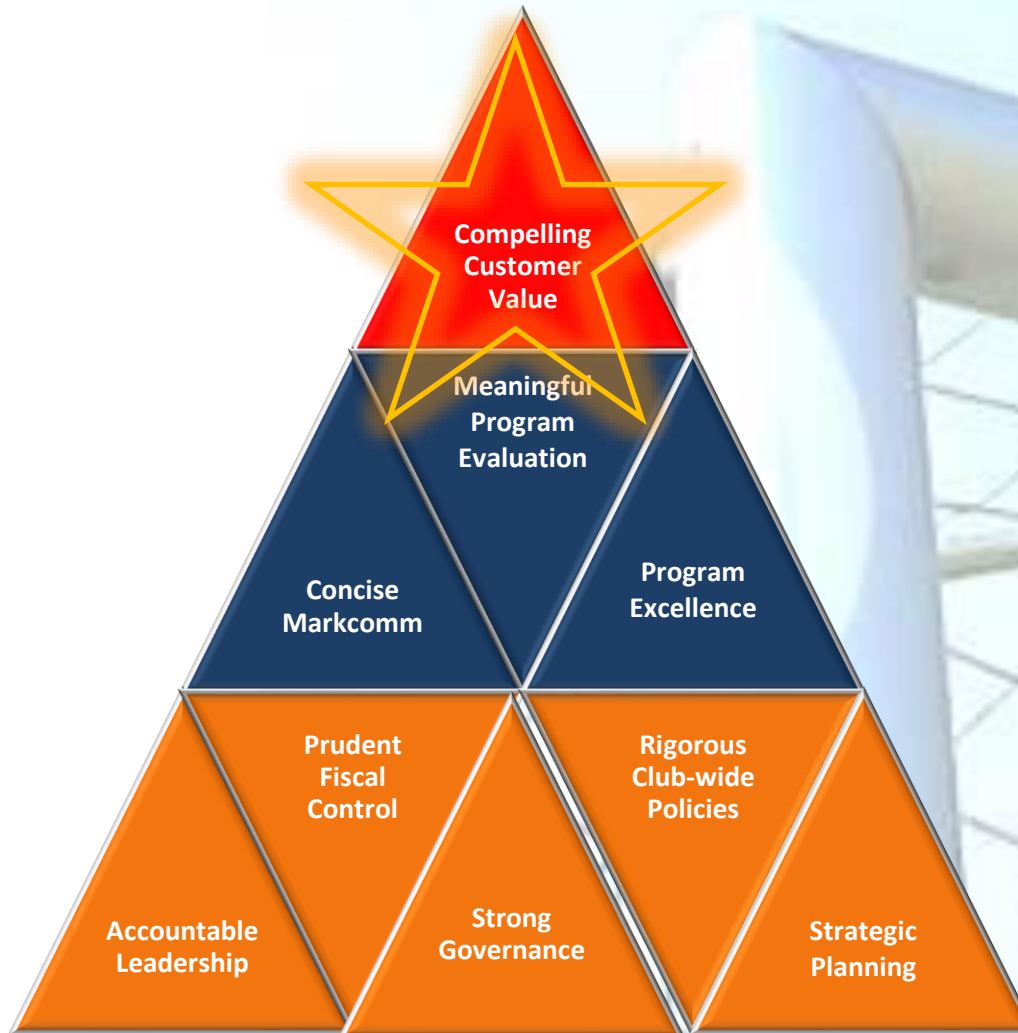
What Makes A Great Sport Club?

- **Knows who it is, what it does**
 - People are proud to be part of it
 - It is relevant to its community
- **Ambition is high and clearly articulated**
 - Planning at multiple levels
- **Leadership is strong, communication is clear**
 - Board room
 - Executive management
- **Attracts great people**
 - Volunteers and staff alike
 - Attracted by ambition and excellence
- **Business model is sustainable**
 - Financial management is diligent
 - Risk is managed

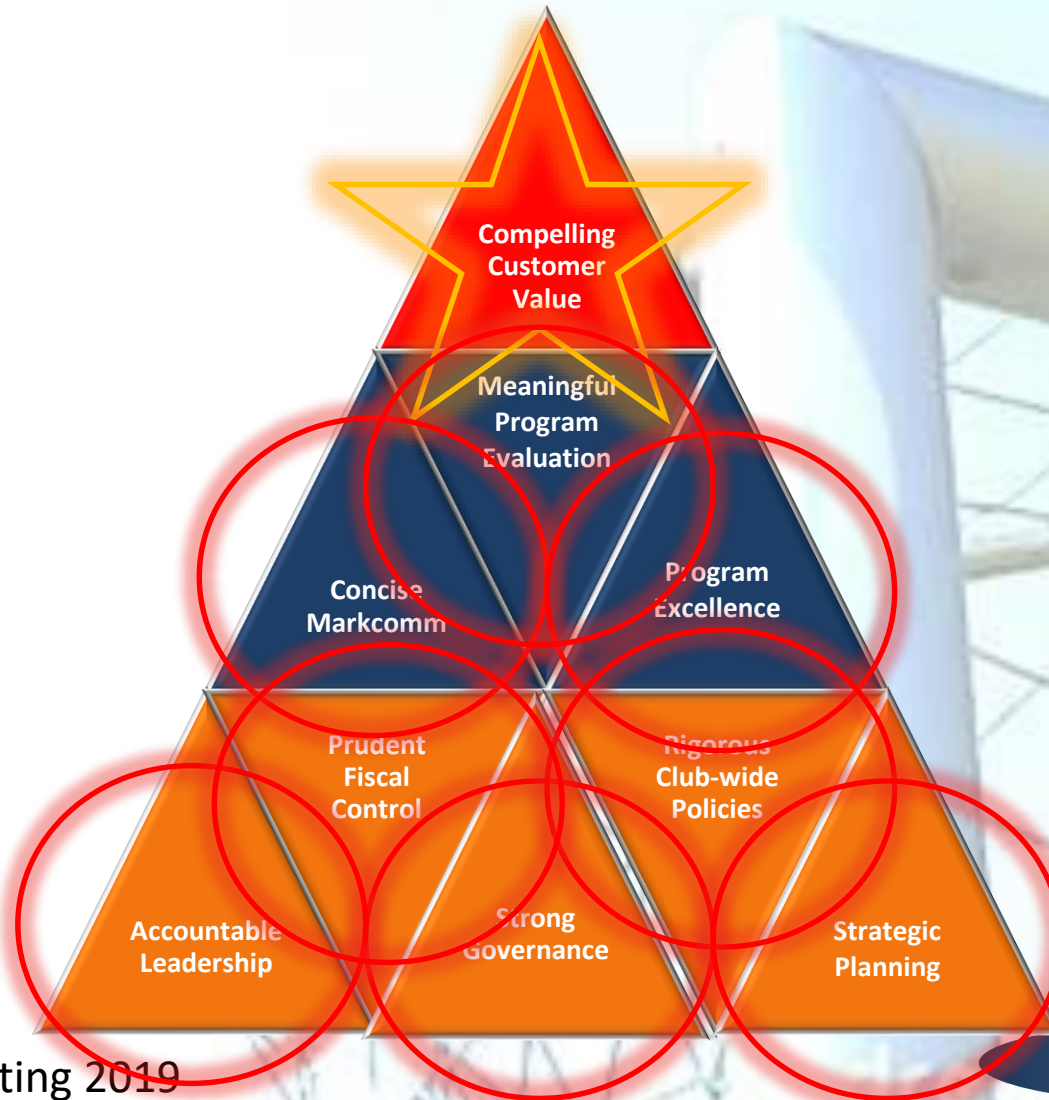
The Pyramid of Club Excellence



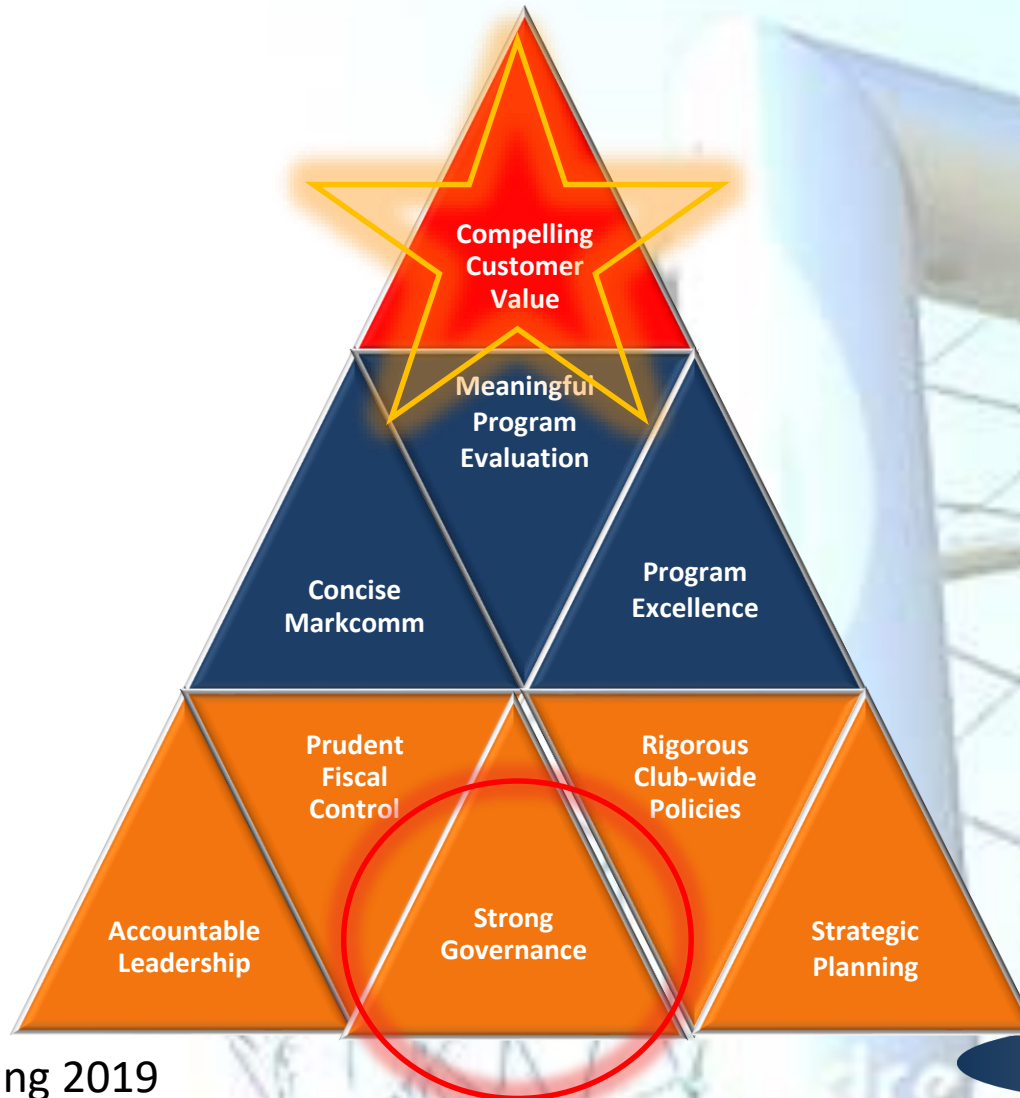
The Pyramid of Club Excellence



The Pyramid of Club Excellence



The Pyramid of Club Excellence



The Ingredients Of Great Sports Club Development

- **Strong governance**
- **Accountable leadership**
- **Robust planning & policies**
- **Prudent fiscal management**
- **Operational excellence**
- **Meaningful program evaluation systems**

Strong Governance

What is Governance?

*“The system by which an organization is
DIRECTED and CONTROLLED”*

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“The art of steering an organization”

What Makes Governance Hard?



The Sport Club Continuum

Small Community Sport Club

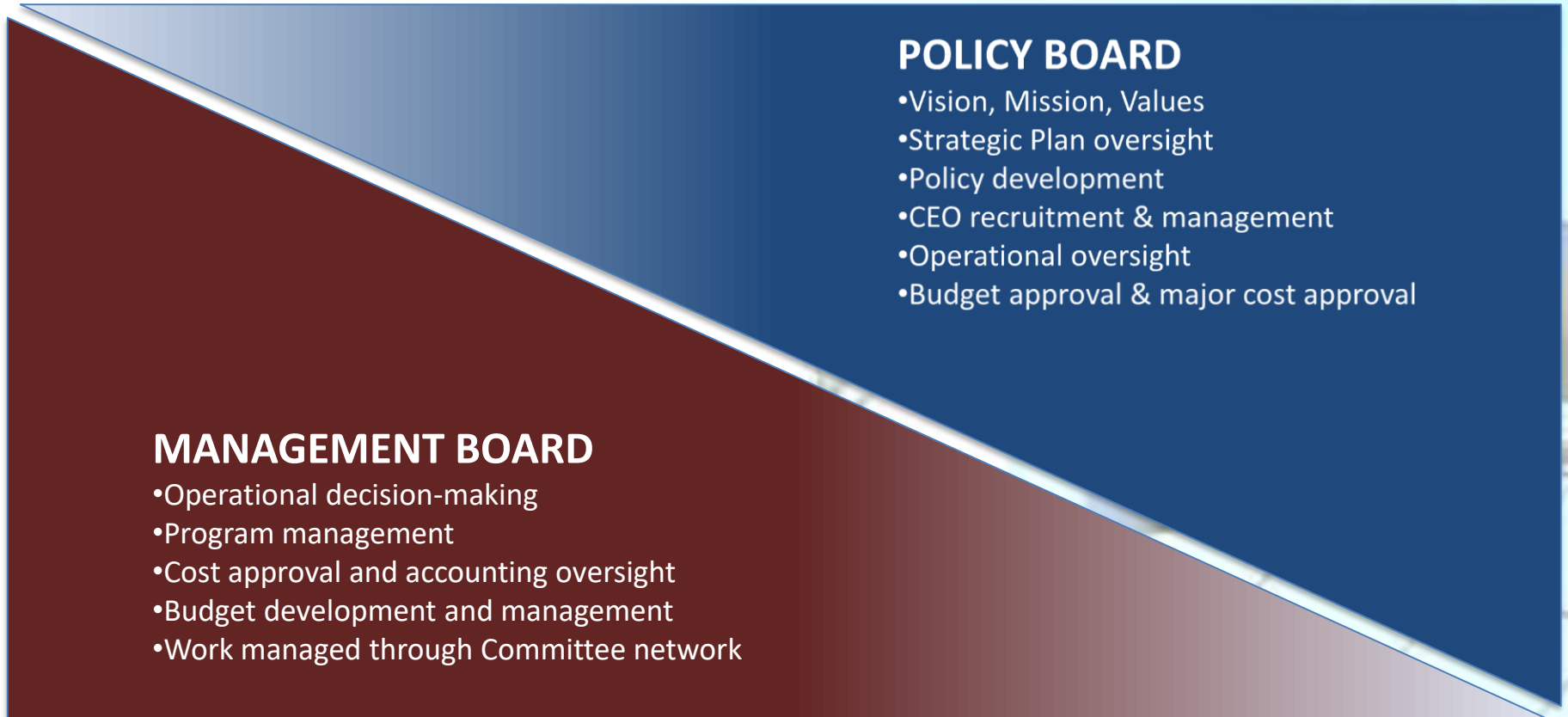
*Volunteer managed
Active management board
Limited program base
Program management core focus
Limited budget*



Large Sport Management Organization

*Professionally run
Policy Board oversight
Complex program base
Facilities management
Larger discretionary budget*

The Governance Continuum



The Role Of The Board Of Directors

The Role Of The Board Of Directors



- Hiring, managing and firing the executive staff (management)
- Development of strategy and monitoring its implementation & performance
- Safeguarding the club's assets

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- Safeguarding the club's assets

Directors' Fiduciary Responsibility

- **Duty of Loyalty**

- 'To whom owed'
- Conflict of interest
- Corporate opportunities
- Proper purpose

- **Duty of Obedience**

- Confidentiality
- 'One Board, One Voice'

- **Duty of Care**

- Employ skill and knowledge possessed
- Be diligent in attending to Board affairs
 - Read Board reports, attend meetings, be punctual, observe Roberts Rules (or other meeting rules)
- Business Judgement Rule
 - decision made honestly and in good faith
 - process of due diligence important determinant
 - is information reliable and trustworthy?
 - have you used external advisors?
 - have you considered alternatives?

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**THESE ARE LEGAL
RESPONSIBILITIES!**

Great Sports Clubs Are True To Their Vision, Mission And Values!



VISION?



A utopian statement of what your organization wants the future to look like.



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A utopian statement of what your organization wants the future to look like.

MISSION?



What your organization fundamentally does to help achieve the vision

Some Great Mission Statements



"To enable people and businesses throughout the world to realize their full potential."

MICROSOFT



"To make people happy."

DISNEY



"To organize the world's information and make it universally accessible and useful."

GOOGLE



"Undisputed marketplace leadership."

HERSHEY



"To bring inspiration and innovation to every athlete in the world."

NIKE





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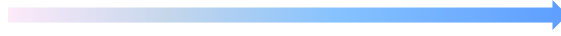


VISION?



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MISSION?



What your organization fundamentally does to help achieve the vision

VALUES?



The basis on which you define and reward success. How you define your culture.



Queen City United SC

Vision

Realized Potential – Greater Opportunity – Accomplished Athletes

Mission

To be the centre of choice for aspiring athletes through exceptional soccer experiences

Values

Integrity – Respect - Commitment



VISION?



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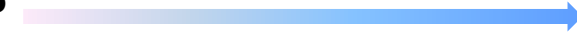
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STRATEGY?



Specific goals and actions in a certain timeframe to carry out your mission



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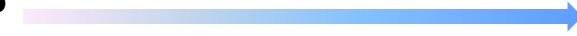
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STRATEGY?



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**TACTICS/
OPERATIONS?**



Specific programs and activities you will develop and deliver to execute strategic goals.

Accountable Leadership



TOMORROW

STRATEGY

**FINANCIAL
HEALTH**

**STAKEHOLDER
RELATIONS**

**WORK
PLANS**

**CUSTOMER
SERVICE**

TASKS



**Board of
Directors**



**Management
Team**



Line staff

**EXTERNAL
ENVIRONMENT**

POLICIES

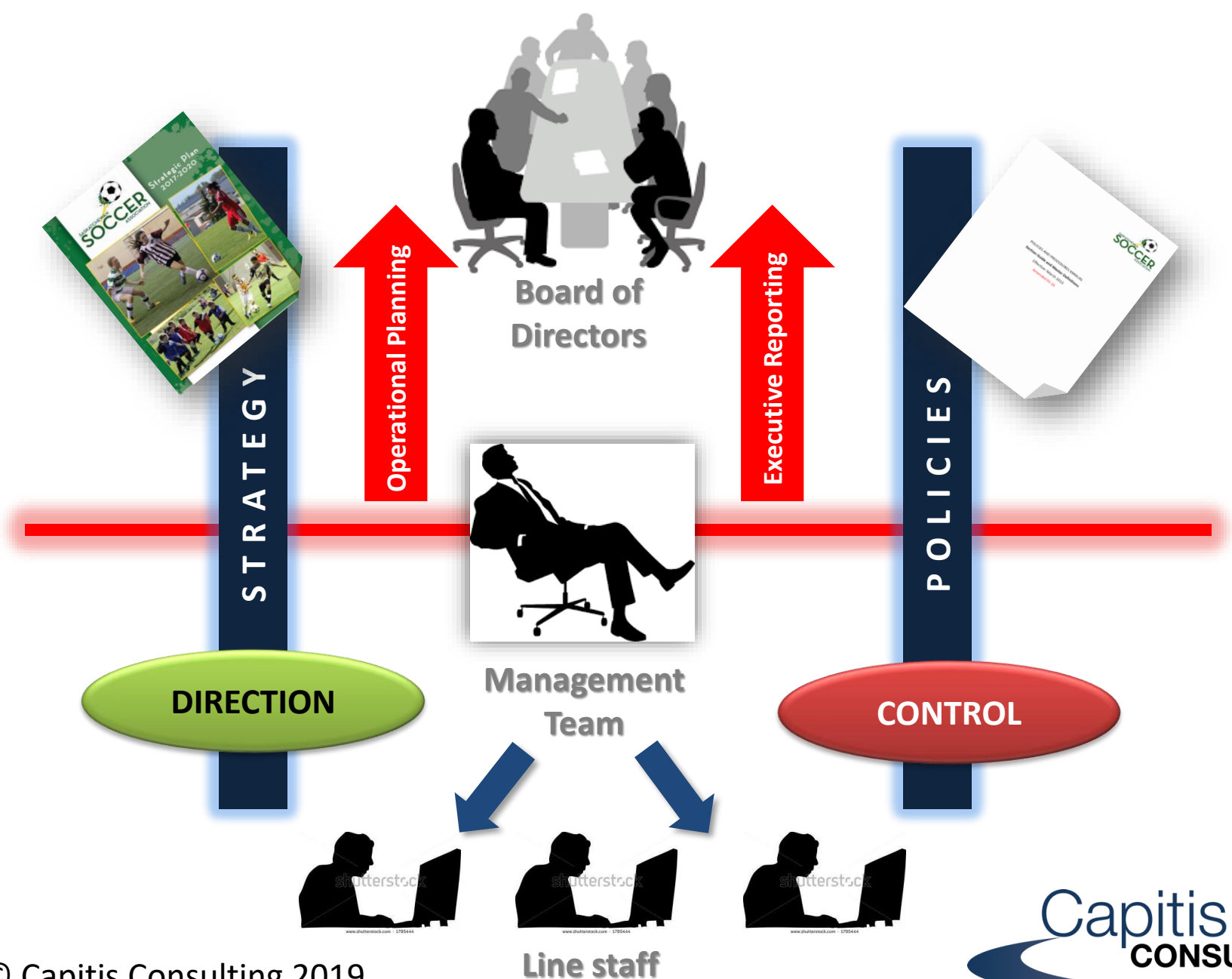
RISK MGT

**STAFF
REPORTING**

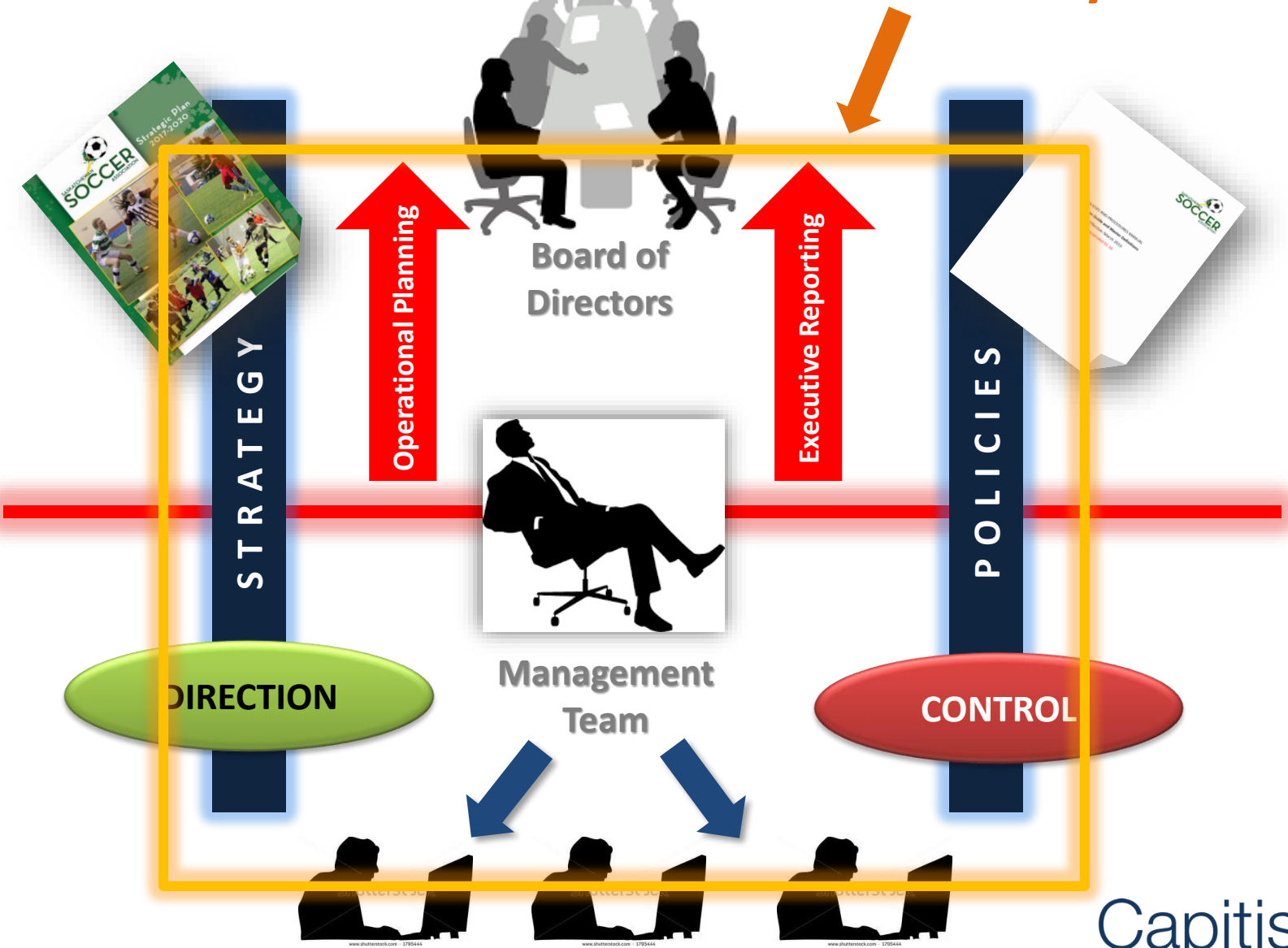
**PROGRAM
DEVT**

TODAY





Accountability Framework





Board of Directors



Management Team



Line staff



STRATEGY



POLICIES



Board of Directors



Management Team



Line staff



STRATEGY

POLICIES

The Role Of The President



Prudent Fiscal Management

Prudent Fiscal Management

Planning, Reporting & Oversight



Prudent Fiscal Management

Policies & Procedures

- **Procurement Policy**
 - What goes to RFP and how do RFPs work?
 - What spending authority do staff have? Do they have more than pocket money?
- **Collections Policy**
 - When are staff authorized to get tough with non-payment of fees?
- **Capital Expenditure**
 - As it is off operational budgets, it can slip between the cracks!
- **Refund Policy**
 - Consistency is needed to allow staff to work properly and people be treated fairly

Prudent Fiscal Management

Capacity & Management

- **Have accounting and finance assigned to a staff position**
 - Initially part of an administrators work brief
 - Account clerical position in larger operations
 - Staff accountant in very large Clubs
- **Stay vigilant around cash management**
 - Very vulnerable area of fraud risk
 - Crucial in organizations where cash flow can be tight
 - Can't develop meaningful accounts and financial reports without it
- **Interim financial reporting as soon as possible**
 - Cannot take remedial action if financial problems are not identified until after the fact!
 - Essential if Board is to be able to manage financial component of its fiduciary responsibility
- **Understand program costs and revenues**
 - In order to set business-appropriate prices
 - To strategically understand which programs are net givers and which are net takers

Operational Excellence



Meaningful Program Evaluation

Develop A Strong Stethoscope



Surveying Calendar

FALL

Volunteer
Appreciation
Survey

Technical Survey
House League
Survey (Indoor)

WINTER

Technical Survey
Annual Member Sat' Survey
House League Survey (Outdoor)

Technical Survey

SUMMER

Technical Survey
Lapsed User
Survey
Summer Camp
Surveys

SPRING

Program Evaluation Framework



Questions & Discussion



Time To Brainstorm!

- Creating structured multi-sport options
- Driving flexibility into organized sports
- Taking a community mindset to organized sports
- Understanding and attracting the 2019 volunteer