



BC SOCCER

British Columbia Soccer Association

2016-2019 Strategic Plan



Prepared by the BC Soccer
Strategic Planning Committee
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Strategic Plan Committee Members

This Strategic Plan document has been approved by the British Columbia Soccer Association (BC Soccer) board of directors and was prepared by the BC Soccer Strategic Plan Committee. The report is meant to help guide the strategic activities of the board, staff and membership for the fiscal years 2016 to 2019 inclusive (April 2016 through March 2020) as they serve the soccer community and stakeholders of British Columbia. The efforts of all the people who made contribution is greatly appreciated.

Committee Members

- Aiman El-Ramly, Strategic Plan Committee Chair, Director BC Soccer Board
- Roger Barnes, President, BC Soccer Board
- Jason Elligott, Executive Director, BC Soccer
- Kjeld Brodsgaard, First Vice President, BC Soccer Board
- Don Moslin, Director, BC Soccer Board
- Ed Kennedy, Director BC Soccer Board



How the Strategic Plan Was Built

Crafting a strategic plan follows a rigorous and formal process. Naturally, the starting point for a new plan begins where the previous plan leaves off. BC Soccer is pleased with the success of the last Strategic Plan, development of which was led by BC Soccer’s President, Roger Barnes. BC Soccer achieved most of the 54 stated quantified objectives and is making good progress on others. The learnings made will be used to advantage for the new plan and any gaps identified are addressed. The 2016-2019 Strategic Plan is thus a progression of the 2012-2015 plan.

The soccer landscape is ever shifting, as such it is necessary to undertake an environmental scan to align the objectives of BC Soccer with the progress of soccer and sport in general, both on the national and international level. It is important to understand the specific political, economic, social, technological and competitive factors affecting soccer. The analysis facilitates the initiation of an organizational strength, weaknesses, opportunities and threats (SWOT) analysis from which specific qualified and quantified objectives can be derived.

As the body governing soccer in British Columbia, one of the most important inputs is the feedback received from members. Member surveys conducted in 2013, 2014 and 2015 were included in the strategic plan development, as was a “general public soccer participant” survey with respondents from the soccer community at large. While BC Soccer serves its members, it also receives direction in this respect from its own governing bodies, Canada Soccer and the government of British Columbia (ViaSport). BC Soccer is certainly not the only provincial soccer association or the only provincial sporting association so the perspectives of counterparts in sport are vital to developing good policy, practice and procedure.

In all, it is from these various inputs that strategic content is derived and the qualified and quantified objectives identified.



Background and Current Status of BC Soccer

BC Soccer is the provincial sport governing body responsible for the governance, promotion and development of the game of soccer in British Columbia. It is the largest provincial sport organization (PSO) in BC, third largest soccer-specific PSO in Canada and part of the global complex of football (soccer) around the world. BC Soccer is funded in a number of ways but primarily through participant (registrations) and member fees as well as provincial government grants.

Organizationally, BC Soccer is a member-based not-for-profit society. The Board of Directors is elected by the membership. BC Soccer is in turn a member of the Canadian Soccer Association (Canada Soccer), which is by extension a member of Fédération Internationale de Football Association (FIFA). Within British Columbia, BC Soccer reports to and works with the Provincial Government, and most directly with their not-for-profit sport representative body, ViaSport.

According to FIFA there are some 270 million people worldwide involved in the sport, four percent of the world population¹. In Canada there are 825 thousand registered players²; and here in BC are 14 percent of those players; 121,000. BC Soccer delivers many programs for members, the participants and the soccer community. These have included the implementation of technical standards, the delivery of the Long-Term Player Development (LTPD) model for Canada Soccer via High Performance and Grassroots Service Plans for members and affiliated clubs, the Provincial player development program, coach and referee development, and soccer science. BC Soccer also facilitates the running of Provincial Championship competitions, provides annual participant insurance, implements referee development programs, and delivers all coaching and referee courses and certification.

BC Soccer's 2012-2015 Strategic Plan has been a guiding light for the association over the last four years and the association is very pleased to have delivered against the majority of the qualified and quantified objectives within it. The 2012-2015 Plan provided direction within defined areas including Support of Members, Competitions and Events, Financial and Organizational Management, Governance, and Player, Coach and Referee Development.

There has been a dramatic shift in the evolution of BC Soccer as an organization in the last four years. The association has improved its financial practices, which has been instrumental in attaining a strong and sustainable financial position with good working capital and reserves. BC Soccer purchased its office facility in Vancouver and has been able to build a contingency reserve fund of \$1 million.

¹ FIFA Magazine July 2007, http://www.fifa.com/mm/document/fifafacts/bcoffsurv/emaga_9384_10704.pdf

² Canadian Soccer Association Strategic Plan 2014-2018, http://www.canadasoccer.com/files/CanadaSoccer_StrategicPlan2014_2018_EN.pdf

Sport Governing Bodies

BC Soccer is one of thirteen member associations of Canada Soccer, which in turn is one of two hundred and nine member organizations of FIFA. These are the soccer-specific parent bodies and BC Soccer must abide by and uphold the bylaws, governing rules, policies and structures of these organizations. In addition to abiding by the soccer governing bodies rules, BC Soccer's own constitution, Bylaws, rules and regulations, membership, voting structure and approved policies and procedures also guide operations.

Provincially and nationally there are several government sporting bodies that have great influence on all sport including soccer. ViaSport, from a sporting perspective, is the BC provincial government body that BC Soccer reports to and works with, and they in turn align themselves with Sport Canada. As a collective sporting community, all the Provincial Sporting Organizations (PSO's) are obligated to meet the directives of government and strive to embody the objectives of Canadian Sport 4 Life (CS4L) and principals of Long Term Athlete Development (LTAD).

Canada Soccer's Pathway of Long Term Player Development (LTPD) was co-developed by Canada Soccer and CS4L and mirrors LTAD in its seven stage athlete development framework. LTPD forms the central tenet of player development here in BC and across Canada.

BC Soccer sees itself as a key participant in Canada Soccer's aspirations for success on the world stage. BC Soccer is proud to have played a part in hosting various international events and tournaments, including the 2007 FIFA U-20 World Cup, 2012 Olympic Women's Qualifier, and the 2015 FIFA Women's World Cup.

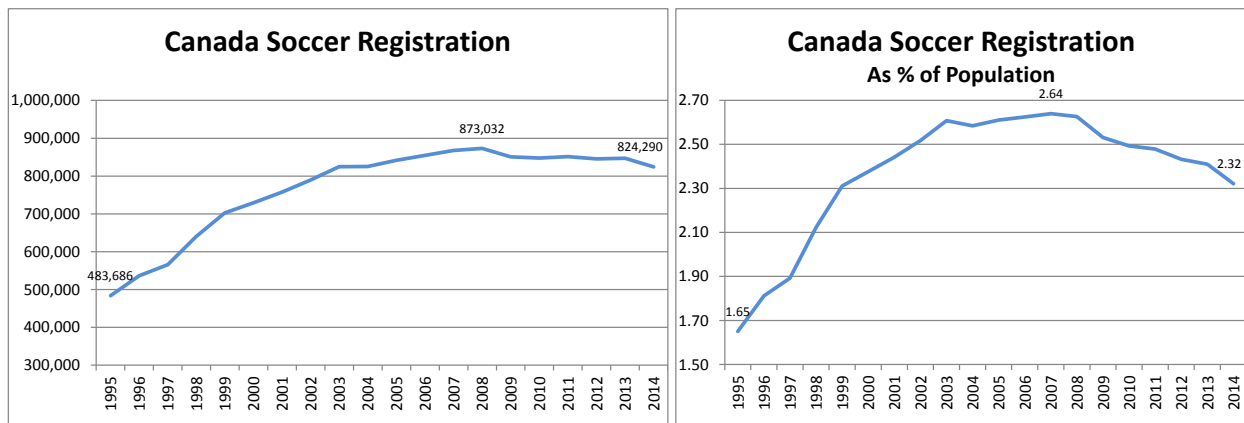
Looking forward, it is not only programming objectives that the association needs to meet, but the issue of good governance is also paramount. As a registered society, BC Soccer must conform to the Society Act of BC (RSBC 1996). The Ministry of Finance is currently in the process of modernizing the Act and updating the statutes that provides rules for the incorporation and governance of not-for-profit organizations in BC. The Societies Act White Paper: Draft Legislation with Annotations³ was released August 2014. BC Soccer, along with member associations and affiliate societies, will have to adapt their constitution and Bylaws to conform to the new Act.

³ Societies Act White Paper: Draft Legislation with Annotations, Government of BC, <http://www.fin.gov.bc.ca/pld/fcsp/pdfs/SocietyActWhitePaper.pdf>

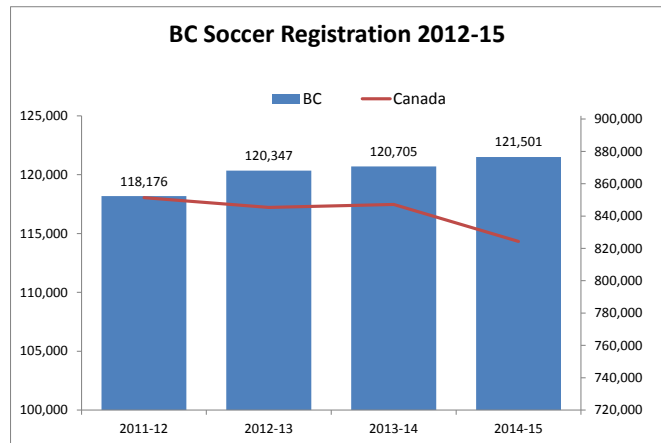
Changing Canadian Demographic and Participation Rates

Sport has become part of the fabric of life for Canadians, especially for youth. “84% of Canadian youth in the 3-17 age range participate in sports of some kind and 60% do it on an organized basis”, according to the Canadian Youth Sports Report. Soccer, with over three-quarters of a million current registered participants, is the top team sport in Canada.⁴ BC Soccer contributes approximately 100,000 of those youth players and 20,000 adult players. Basically one in six BC youth register and play soccer and another one in twenty register as adults within BC Soccer’s membership.

Nationally, there has been a significant decrease in registered soccer players relative to population growth. Between 2008 and 2014, there was a reduction of almost 50,000 registered players nationally, a 6% loss in players relative to 2008 .



BC has not experienced the same national trend. As a whole, the BC player base has remained consistent over the last decade, with a high of 124,405 in 2008 and an average of 121,076, which is virtually the current registration of BC Soccer. The downturn in registration from 2008 to 2012 has been reversed and the last three years has seen growth in soccer registration in BC, notably in the younger ages. The reasons for the change in registration have been actively examined.



Factors such as gender, age, education, individual and household income, ethnicity, immigration, family status and parent participation greatly affect uptake rates in sports. For example, one in three boys versus

⁴ Massive Competition in Pursuit of the \$5.7 Billion Canadian Youth Sports Market; Solutions Research Group (SRG) - Canadian Youth Sports Report, June 10, 2014, <http://www.srgnet.com/2014/06/10/massive-competition-in-pursuit-of-the-5-7-billion-canadian-youth-sports-market/>

one in six girls play team sports⁵. Indeed, girls are more likely to be in individual sports or in popular activities like swimming, dance, ballet, gymnastics and skating. Nationally, there are more girls in the 3-17 age range registered in organized dance, ballet and gymnastics (24% of all girls) than girls participating in all team sports combined (22%). Swimming remains the number one activity for girls and boys, however, for girls, soccer falls behind dance (SRG). Here in BC, soccer participation rates are more equalized, with the player base being 40% female and 60% male .

Accessibility is important, which means continuing to promote diverse participation in soccer at all levels and creating ways and means to attract and recognize non-traditional forms of soccer. Secondary season play is currently the fastest growing segment of soccer, especially attracting for young and entry-level players. Small-sided, futsal, indoor and drop-in play are growing in other markets. Including other forms of soccer provides the opportunity to be more inclusive of more segments of the population. However, working within the current framework presents challenges to including alternate forms of soccer.

The aging population is part of the reason for the national focus on “sport for life”. For example, in 2011, the time of the last Canadian census⁶, “there were 5,825 centenarians in Canada, up 25.7% since 2006”. “This was the second most rapidly growing age group among all age groups after those aged 60 to 64.” “The number of seniors aged 65 and over increased 14.1% between 2006 and 2011 to nearly 5 million”. It is important to note that “this rate of growth was higher than that of children aged 14 and under (0.5%) and people aged 15 to 64 (5.7%)”. Of the working population of people aged 15-65 – 68.5 percent of the population, two-thirds were baby boomers, aged 45-65. It is important to understand the needs of this age group included in the 7th stage of LTPD, “Active for Life.

Meeting the needs of the very large age 45 plus segment of the population is important. For this age group the issue of registered versus unregistered players is significant as players move away from the structured



11v11 team-based format. It is not only older players that enjoy and benefit from alternate playing formats. At the youth level, it is fair to say that soccer as the number one team sport amongst youth, outpacing hockey nationally by 231,000 registered players and double that of baseball (SRG), is fairly saturated. The opportunities to grow the game at the youth level include to educate and attract players from certain ethnic groups, new immigrants or single parent families.

Critically, the more people that get involved at the older adult age brackets, the more likely that their children will be involved. People are having children at later ages in life. “Of the (Canadian) mothers who gave birth in 2010, 51.2% were 30 years of age or over, which is about two and a half times the percentage of 1974. ... (Moreover), Ontario and British Columbia had the highest average age of mothers who gave

⁵ Canadian Heritage - Sport Participation 2010, http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf

⁶ The Canadian Population in 2011: Age and Sex, Statistic Canada Website, Updated January 14, 2014, <http://www12.statcan.ca/census-recensement/2011/as-sa/98-311-x/98-311-x2011001-eng.cfm>

birth in 2010 at 30.2 years”. In 2010, the highest percentages of mothers over the age of 30 at the time of the birth of their child were in Ontario (56.2%) and British Columbia (55.7%)⁷. The trend is the same for men, except the ages are older. “The average age of fathers (in Canada) now exceeds 40⁸”, along with the trend in later marriages.

The average age of first marriage for Canadians is 31 for men and 28 for women. However, married couples represent only 67% of families. Additionally, 11.5 percent of Canadians live in a common-law relationship and 4 in 10 first marriages end in divorce. What all this Canadian statistical data indicates is that what may once have considered a traditional family is no longer the case with parents getting older and many more single parent homes, or for that matter, children living with grandparents. Therefore, soccer activity and programming must ensure it is servicing changes in lifestyle trends.

⁷ Employment and Social Development Canada. Accessed and Updated October 7, 2015 - <http://well-being.esdc.gc.ca/misme-iowb/.3ndic.1t.4r@-eng.jsp?iid=75>

⁸ Making Fathers Count, Statistics Canada, Last Updated April 23, 2014, <http://www.statcan.gc.ca/pub/11-008-x/2010002/article/11165-eng.htm>

Goals and Objectives of BC Soccer's Governing Bodies

Alignment with **Canada Soccer** and **ViaSport** is important to the success of BC Soccer, therefore it is imperative that the wants and needs of both are understood.

When viewing the four core strategic goals of **Canada Soccer**, they are⁹

1. Invest in **technical leadership** by supporting our players, coaches and officials at all levels of the sport.
2. Ensure consistent, **world-class performances** by our national teams.
3. Encourage and oversee the **growth of the game** in our country.
4. **Govern the game** in Canada professionally in collaboration with our partners.

Correspondingly, **Canada Soccer's** vision and mission are:

- Vision: Leading Canada to victory and Canadians to a life-long passion for soccer”
- Mission: To provide leadership in the pursuit of excellence in soccer, nationally and internationally, in cooperation with its members and partners

There is a strong focus on national teams and podium success, which is natural given soccer's important association to FIFA and the downstream socio-economic benefits of soccer internationally.

ViaSport in contrast, at the provincial government level, has different strategic goals aligned in its 4-Pillared approach to sport governance:

1. **Sport for Life:** A strong sport system that supports more trained technical leadership, providing a positive end-to-end experience for all participants regardless of age, gender or ability.
2. **Advocacy and Communication:** An engaged British Columbia with a keen awareness of the opportunities to play, train, compete and succeed in living an active, healthy lifestyle.
3. **Business Development:** A stable and sustainable model for investment, leveraging new and existing partnerships.
4. **Operational Excellence:** A network of strong, sustainable and effective sport organizations delivering sport in British Columbia.

The value and mission of **ViaSport** are aligned along the more institutional goals:

- Vision: An active, healthy British Columbia where sport inspires a field of possibilities for all.
- Mission: To lead a united sport sector in a culture of achievement to make sport and physical activity relevant for all British Columbians of every skill level at all ages – providing opportunity and access to play, train, compete, succeed and live an active, healthy life.

⁹ Canada Soccer Association Strategic Plan – 2014-2018,
http://www.canadasoccer.com/files/CanadaSoccer_StrategicPlan2014_2018_EN.pdf

Provincial Sport Organizations in BC are classified into four tiers: Tier IV – Championing, Tier III – Transforming, Tier II – Mobilizing and Tier I – Exploring. The ViaSport Evaluation Matrix assesses PSOs in four categories:

1. Sport for Life
2. Excellence
3. Coaching and Officiating
4. Organizational Readiness



Each of the framework categories are gauged equally at 25%, and high ratings across the board are necessary to reach Tier IV Championing. Even more specifically, each area of the evaluation matrix is broken down into critical components for success. The ViaSport weighting factors are as follows:

ViaSport Weighting Factors in Evaluation Matrix			
Organization Readiness		Sport for Life	
Revenue Generation and Finance	5%	Membership and Programming	18%
Reporting and Information Systems	2%	Adaptive and Parasport Programming	7%
Leadership	5%		
Strategic Planning	5%		
Governance and Policy	8%		
	25%		25%
Coaching and Officiating		Excellence	
Officiating	3%	Results	10%
Coaching Pathway	22%	High Performance System	12%
		Sport Medicine, Sport Science, Innovation and Technology	3%
	25%		25%

BC Soccer Position

BC Soccer is charged with actively participating with Canada Soccer and ViaSport, along with the sport and soccer provincial governing bodies (PSOs) in meeting its objectives. The challenge is to satisfy both the needs of Canada Soccer's goals of national and international success for elite athletes along with the holistic and encompassing goals of inclusiveness and accessibility. To be a successful PSO, BC Soccer cannot compromise one set of objectives for another, though it may be rightfully suggested that the association has not been as attentive to accessibility and active for life objectives.

It will be BC Soccer's aim to perform well across all the ViaSport weighting factors. Alignment with the goals of Canada Soccer and ViaSport and recognizing the demographic and socioeconomic realities largely serve to form the strategic goals for BC Soccer.

BC Soccer is currently leading in a number of the ViaSport evaluation areas, however if the association is to continue to strive to make further improvements, it will need to better define approaches to programming and governance models to succeed fully in these factors. BC Soccer will also need to ensure that its members govern themselves accordingly and adopt goals and objectives that are similarly aligned. BC Soccer has recently undertaken four key studies that highlight the need to adapt itself.

1. Assessment & Recommendations for a BC Soccer Club Charter Program.
2. A Governance & Structural Review of the BC Soccer Premier League.
3. Assessment & Recommendation for recommend good practice for Club Programming activity in British Columbia at the U8-U10 age level (LTPD Stage 3 'Learning to Train') and also a structural model and good practice for Club Programming activity in British Columbia at the U11-U12 age level (LTPD Stage 3 'Learning to Train') that services both recreational and pre high performance playing environments.
4. A Landscape Review & Recommendation for Club Technical Director / Lead support and education.

These studies, conducted by third party consultants, will directly impact and improve member operations. The studies highlighted the need to adapt and further improve the leadership, governance and technical delivery approaches if BC Soccer is to facilitate the achievement of the goals of its parent bodies and ensure that members and their affiliated organizations are able to meet the evolving standards that are expected for sport organizations.

BC PSOs



BC Sport Organizers



Professional Sport



Global



Canada

BC



BC SOCCER

- BC Municipal Governments
- BC Schools
- BC Not for Profit Societies
- BC Businesses



Provincial Soccer Associations



State Soccer Associations



BC Soccer Vision and Mission and Strategic Goals

BC Soccer will restate its Vision and Mission in language that match its strategic goals:

- Vision: ensure every British Columbian has the opportunity to be involved in soccer as part of a lifelong commitment to active, healthy and involved lifestyle.
- Mission: to govern, promote and develop the game of soccer in British Columbia in a professional and progressive manner.

The change is necessary so that there is clarity in direction. There is a straight line from vision and mission → strategic objectives → to qualified and quantified objectives. While the change may not seem substantive in the intents, the choice of words is.

BC Soccer has formulated its Strategic Goals for 2016-2019 (April 2016 through March 2020) as follows:

1. Actively **support members** in the execution of their sanctioned soccer programming for the good of the game.
2. Provide British Columbians with more opportunities to include soccer as part of a lifelong pursuit of active living and community participation in order to **grow the game**.
3. Work effectively and cooperatively with Districts, Leagues and Clubs along with municipal partners, provincial partners, national partners, and other PSOs in developing and delivering **accessibility** in soccer programming and seeking provincial, national and global **excellence in sport performance**.
4. Provide **technical and operational leadership** in program execution.
5. Provide the needed level of **governance** and develop and execute good practices, available science, technology and communication tools, with the support of the community as BC Soccer endeavours to be an exceptional example of a democratically- operated PSO.

Each of these goals is further rationalized into specific qualified and quantified objectives that are executed, monitored and measured for success. The nine qualified and forty quantified objectives for the 2016-2019 Strategic Plan are set out in the tables following. The objectives are arranged along the five strategic goals.

BC Soccer Specific Qualified and Quantified Strategic Objectives

Objective	Qualification of Objective	Quantified Objectives			
Actively support members in the execution of their sanctioned soccer programming for the good of the game	Facilitate member programming, forums, tournaments, and events.	Ensure that BC Soccer technical staff visit all affiliated clubs annually	BC Soccer board members to call / visit each affiliated District, League and Club chair and at least semi-annually	Facilitate meeting/workshops (on site or virtual) in each region to share current practices (annually)	Reduce administrative burden on members (and their affiliates) through enhanced IT, forms, processes, etc.
support members	Provide member resources, such as: guides, software tools and training	Host and / or partner for an annual BC Soccer Conference across admin/tech/governance initiated	Introduce two new good practice guides/templates for members and/or their affiliates (annually)	Host Canada Soccer national competitions / events in 4 of the next 5 years	Purchase a new office building and / or invest in training facility / partnership in joint use sport education facility
Objective	Qualification of Objective	Quantified Objectives			
Provide British Columbians with more opportunities to include soccer as part of a lifelong pursuit of active living and community participation as BC Soccer endeavors to grow the game .	Foster the most appropriate playing, coaching, officiating and administrating environments as BC Soccer undertakes key leadership, educational and certification roles.	Quantify the expectation for growth across each age and playing level for males and females with an expected annual aggregate growth rate by 2019 of 1.5%	Support and promote secondary season youth soccer to add 2,000 players those programs by 2019	Create a framework to attract, develop and promote non traditional forms of soccer within affiliated soccer - to add 2,000 players in those programs by 2019	Develop template/ model/ guidelines for operating non-competitive soccer programming and/or matching lifestyle/family needs
grow the game	Demonstrate programming guidance and develop opportunities for all ages and level of play from the small-sided to the masters / classics levels.	Increase BC Soccer supported festivals from 20 to 25 which reach all regions in BC annually	Introduce Adult Futsal Provincial Championships / Event by 2017	Engage actively with partners to promote the game of soccer to under represented groups	Increase the number of registered referees aggregate growth rate by 2019 of 6%. Increase by 3 the number of national referees from BC by 2019

Objective	Qualification of Objective	Quantified Objectives			
Work effectively and cooperatively with Districts, Leagues and Clubs along with municipal partners, provincial partners, national partners, and PSO in developing and delivering accessibility in soccer programming and seeking provincial, national and global excellence in sport performance .	Define outcomes in ways that allow achievement and demonstration of success in the association goals and the shared goals of stakeholders for the betterment of the sport and leading Canada to victory and Canadians to a life-long passion for soccer.	Between 2015 and 2019, increase females as % of players from 39.5% to 41.5%, coaches from 23% to 27%, referees from 19% to 23%, and add one additional board or committee member annually.	Promote accessibility in all its forms with specific programs for aboriginal outreach and para-sport	To ensure all clubs & Youth Districts in BC support and endorse the agreed BC player development pathway.	Increase % of BC players on national teams to at least 20%. By 2016, 20% of U17s. By 2019, 20% average across U17 & U20s. By 2024, 20% average across all teams
accessibility and excellence in sport performance		Introduce a professionally administered adult amateur soccer league by 2019 (Tier 3 League)	Ensure 100% adoption of LTPD principles and player-first approach to program offerings	Ensure there are affordable grassroots and high performance programs	Ensure all BC inter-district U13+ youth leagues are standards-based to maximise player development by 2019
Objective	Qualification of Objective	Quantified Objectives			
Provide technical and operational leadership in program execution.	Implement and continue to support and promote LTAD / LTPD in all its aspects within a player centric framework.	Ensure 90% of BC clubs have a TD/technical lead with BC Soccer TD certificate by 2019	Ensure every grassroots and HP head coach in BC has age-appropriate coach certification (within 6 months)	Develop and introduce a formal ongoing coach refresher/education program by 2019	Develop and deliver recommendation / guidelines to improved grassroots U8-U12 club program and supplementary pre high performance by 2018
technical and operational leadership	Adopt good practices in sport medicine, sport science, innovation and technology.	Implement new targeted workshops/diplomas to meet evolving soccer development needs (i.e. TD workshop, SSG, etc.)	BC Soccer ensures the high performance league and HP is governed / operated to maximise player development priority - in alignment with Canada Soccer direction and in partnership with the professional club in BC (Vancouver Whitecaps)	BC Soccer introduces the high performance license to all franchises within the high performance league by 2017	90% of youth clubs/districts have a Head Referee / Referee Lead by 2019
Objective	Qualification of Objective	Quantified Objectives			
Provide the needed level of governance and develop and execute good practices, available sciences and technology, and relevant communication tools with the support of the community as BC Soccer endeavors to be an exceptional example of a democratically operated PSO.	Communicate directly with the participants and potential participants in soccer within the BC Soccer community in a more targeted, transparent and clear ways so as to demonstrably impact the uptake of soccer and ensuring the messages (goals / values) are being heard and understood.	Develop and implement strategic communication plan to form the basis of all communication by 2016	Registered participants to receive an average of 10 targeted communications a year from BC Soccer	Create and promote an easier framework for accepting new members especially for non traditional soccer programs	Review/revise/improve BC Soccer rules, regulations and policies to align with governing/funding bodies priorities
governance	Align BC Soccer governance with that of its regulatory bodies	Ensure 100% of members and clubs have annual financial review by 2019	50% of clubs engaged in club charter program by 2019	Revise BC Soccer Constitution and Bylaws to ensure alignment with the new BC Society Act by 2018	Have 75% of full member soccer discipline within the BC Soccer discipline system by 2019