



Developing a 'Net Positive' Strategy for Pacific FC

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EXECUTIVE SUMMARY

Pacific Football Club of the Canadian Premier League is looking to expand its commitment to social responsibility with a thorough approach that affects all levels of the organization. The purpose-driven organization wants to positively impact and influence everything it touches in the value chain. During this process of transforming into a “net positive” football club, Pacific FC aims to give more than it takes as a business and support all of its stakeholders – employees, players, fans, partners, suppliers and the community. As companies such as Unilever and Patagonia have shown, operating in a socially responsible manner can be profitable as well.

Aside from the book “Net Positive: How Courageous Companies Thrive by Giving More Than They Take,” data and literature on how to operate specifically as a “net positive” business is in short supply. So a big challenge is determining what it will take for Pacific FC to become “net positive” football club. Best practices from football, other sports and non-governmental organizations that executed initiatives that fit the “net positive” definition were researched and studied to help develop a strategy.

Key categories related to environmental, social and cultural sustainability emerged during the research process, so a matrix was created to illustrate how all of the sports organizations compare with each other in those areas. Then numerous notable initiatives under each category were highlighted and explained in further detail to show how these sports organizations operate in a “net positive” manner. To determine how well Pacific FC is positioned to capitalize on “net positive” initiatives, a SWOT analysis was conducted to uncover the club’s strengths, weaknesses, opportunities and threats.

After utilizing the results of research into best practices and the SWOT analysis, it was determined that social and cultural sustainability should be the strategic area Pacific FC should focus on in its “net positive” strategy. Honing in on social and cultural sustainability will allow the club to make a tangible impact on the community and give it a central starting point from which all initiatives can flow. A VRIO analysis then evaluated how Pacific FC can create value by focusing on social and cultural sustainability. The VRIO (value, rarity, imitability and organization) helped determine what unique value Pacific FC will have by leveraging its resources and opportunities to focusing on social and cultural sustainability.

Finally, recommendations on the early implementation stages for the “net positive” focus on social and cultural sustainability were made for Pacific FC. Creating an overarching theme called “Trident True” helps describe its mission while linking it with a nickname of the club. Analyzing the results of a recent market survey showed how the community prefers youth development, youth sports, diversity, equity and inclusion (DEI), indigenous truth and reconciliation and mental health and well-being as social and cultural sustainability topics to prioritize. Partnership marketing, digital media content and social media proposals were also included in these recommendations for the early implementation strategy.

Between getting inspiration from the “Net Positive” book, examining current practices of other sports teams, leveraging the football club’s strengths and opportunities to identify an early area of focus to generate unique value in the area of social and cultural sustainability, and acting on

suggestions from members of the Vancouver Island community and other sports organizations, Pacific FC will soon be ready to launch a Trident True, “net positive” way of doing business.

INTRODUCTION

Pacific FC is a soccer club in the Canadian Premier League, the country’s primary national soccer league. This Langford, British Columbia-based club is looking to expand its commitment to social responsibility with a thorough approach that affects all levels of the organization. This initiative strives to influence all of its stakeholders – employees, fans, partners, suppliers and the community – to follow suit. Inspired by Paul Polman and Andrew Winston’s book “Net Positive: How Courageous Companies Thrive by Giving More Than They Take,” Pacific FC aspires to be a purpose-driven leader in sports social responsibility and a model business by exemplifying “net positive football.”

The underlying principle of “net positive” is stakeholder capitalism, rather than stockholder capitalism, that sees businesses take responsibility for their actions and use their positions to influence positive change in multiple areas such as environmental sustainability, social causes, diversity, equity and inclusion. The end result for these businesses will be profiting by serving the world.

In keeping with Polman and Winston’s ideals for a company to “improve the lives of everyone it touches” (Appendix A), Pacific FC aims to set “net positive” goals. The United Nations Department of Economic and Social Affairs describes “net positive” as a concept that “advocates a holistic approach, positioning core business activity at the heart of actions towards

sustainable practice, and encourages acknowledgement and prioritization of impacts that are linked to business profitability, risk and opportunity.” Whereas Corporate Social Responsibility (CSR) can be summarized as reducing the bad, “net positive” has been defined by doing more good than bad (United Nations).

Essentially, a “net positive” company gives more than it takes. “Net positive” goals are loftier and more ambitious than the more commonly known and established CSR, which is a business' contribution to sustainable development. Corporate behaviors must not only ensure returns to shareholders, wages to employees, and products and services to customers, it must also respond to societal and environmental concerns (OECD).

“Net positive” policies are more aligned with environmental, social and governance (ESG) standards that socially conscious investors use to evaluate and screen companies that are under their consideration. The environmental category covers a firm’s commitment to environmental sustainability and responsibility; social refers to a firm’s relationships with its employees, suppliers, customers and communities in which it operates; and governance deals with how fair, open and ethical a company is run by its leadership.

Although it’s most often used from an investment perspective to screen companies in exchange-traded funds and mutual funds, the principles of good corporate citizenship and operating ethically and responsibly match the objectives of “net positive” firms. Naysayers have tried to deride ESG funds and ESG companies as “woke capitalists,” but it’s a growing trend and proving to be good business to have favorable ESG ratings. “While ESG rating upgrades are associated with relatively small and sometimes insignificant positive abnormal returns,

downgrades are consistently detrimental for stock performance, leading to statistically and economically significant negative abnormal returns at – 1.0% to – 1.4% per month, robust in various model specifications.” (When ESG meets AAA: The effect of ESG rating changes on stock returns; Savva Shanev, Binam Ghimire, University of Northumbria at Newcastle, United Kingdom; Finance Research Letters 46, 2022.)

Understandably, research and literature specifically on “net positive” approaches are focused on environmental sustainability. It’s an important component of being a “net positive” company, but Pacific FC aims to differentiate its position by looking beyond environmental sustainability and focusing more on social causes, diversity, equity, and inclusion. This is because Pacific FC does not have much leverage for implementing efforts commonly taken to strengthen environmental sustainability (e.g., reducing carbon footprint, using alternative energy to power the facilities) because it does not have ownership of its home stadium, and it has little control over any infrastructure changes.

Since its inaugural season in 2019, Pacific FC has been making efforts to be a purpose-driven organization. Examples of its cause-related initiatives included community partnerships with food banks, WSÁNEĆ School Board, Vic Pride Soccer, Help Fill A Dream Foundation and Peninsula Co-op, wearing eco-friendly jerseys made from recycled 500-milliliter water bottles, donating a small soccer pitch (five-a-side) to the WSÁNEĆ School Board to serve indigenous communities in 2021, and a creating third – or alternate – jersey designed by an indigenous artist with a portion of proceeds going to the Coast Salish artist’s charities of choice after the 2022 season.

Pacific FC takes its role in the community very seriously. It is also a business, so being profitable is an important goal. Pacific FC's managing director, Paul Beirne, believes the club can do both and – as “Net Positive” espouses – profits will be generated by being a responsible, progressive company. “I applaud Josh (Simpson, Pacific FC Sports, Inc. president and co-founder) and SixFive Sports & Entertainment for their courageous vision of a purpose-driven club that will harness the power of soccer to create a platform for social change,” Beirne said in August when he was named managing director.

Societies cannot rely on governments to be the world's only leaders in driving environmental sustainability and positive social changes. Businesses have a responsibility to step up and ensure they offset their energy consumption and economic and sociological impacts made in the pursuit of profits. According to Deloitte, corporate social purpose is the new business imperative.

As Harvard Business School professor Rebecca Henderson said in a video lecture from March 2019, “Adopting a purpose will not hurt your performance if you do it authentically and well. If you're able to link your purpose to the strategic vision of the company in a way that really gets people aligned and facing in the right direction, then you have the possibility of outperforming your competitors.”

Henderson says the intersection of “doing good” and “doing well” – creating shared value – can potentially be highly lucrative. She cites research in economics and psychology that support the idea that “purpose is driving motivation, productivity and creativity.”

She said the marriage between purpose and a strong business model will drive outperformance. To work with meaning, everyone in the firm needs to follow the strategic vision of the company.

“If a firm can really have an authentic purpose and can implement that on a day-to-day basis, it means that people find the leaders that much more authentic, much more committed to the welfare of the group and all these qualities increase performance,” Henderson said.

The purpose of this project is to advance Pacific FC’s “net positive” strategy by taking a holistic approach to all aspects of the organization. By examining best practices in sports and other industries and using examples from “Net Positive,” this paper will serve as a framework for Pacific FC to becoming a model for “net positive” football. An all-encompassing, overarching theme is needed to convey the spirit of Pacific FC’s “net positive” initiatives while uniting the various causes and missions.

The central focus of this report has three main objectives:

- **Objective No. 1:** Analyze “net positive” and sustainability efforts and their effectiveness by soccer teams, sports organizations and venues around the world. Conduct a SWOT analysis to identify Pacific FC’s strengths, weaknesses, opportunities and threats.
- **Objective No. 2:** “Net positive” includes many topics. Because of this, one strategic “net positive” area of focus will be suggested to serve as a central starting point from which all other aspects of Pacific FC’s purpose-driven strategy will flow. A VRIO analysis will

be conducted to demonstrate how this area of focus will bring value to Pacific FC by examining resources, imitability and organization.

- **Objective No. 3:** Provide recommendations for the early implementation stages for the strategic “net positive” area of focus. A market research survey was developed to determine which of the recommendations have the best chances of increasing visibility, improving brand image, and attracting partnerships for the Pacific FC.

OBJECTIVE NO. 1:

Analyze “net positive” and sustainability efforts and their effectiveness by soccer teams, sports organizations and venues around the world.

Examples of “net positive” efforts can be found at sports organizations all over the world. This section will detail the results of research and literature review to examine the best practices of “net positive” strategies by analyzing significant environmental, social and organizational operations by sports organizations comparable to Pacific FC. Particular attention was given to professional football organizations. Many have received attention from sports industry organizations or earned media news coverage. One professional rugby team was highlighted because of historical colonial similarities between Australia and Canada.

The analyses of the best practices showed that a majority of the “net positive” best practices by similar organizations fall into eight categories: renewable energy, waste reduction, sustainable food offerings, enviro-friendly kit, diversity, equity and inclusion, health and well-being, youth

development and indigenous reconciliation. These best practices categories were determined because many sports organizations consistently adopted them and/or they are important to Vancouver Island and the B.C. region.

See Table 1 for a summary of how Pacific FC compares with Liverpool FC and Southampton FC of the English Premier League, Forest Green Rovers FC of English Football League’s League One, Oakland Roots of United Soccer League, and Gold Coast Titans of the National Rugby League. These organizations have been chosen because their sustainability efforts have been recognized by independent organizations and/or news media. Further details have been broken out with examples of how these organizations executed “net positive” strategies in each subject area.

Table 1
"Net Positive" Efforts in Football and Sports Organizations

Sports organization	Renewable energy	Sustainable food offerings	Enviro-friendly kit	Waste reduction	DEI	Health & well-being	Youth development	Indigenous reconciliation
Liverpool FC	√	√	√	√	√	√	√	n/a
Southampton FC	√	√	√	√	√	√	√	n/a
Forest Green Rovers FC	√	√	√	√	√	√	√	n/a
Gold Coast Titans			√	√	√	√	√	√
Oakland Roots SC	√	√			√	√	√	√
Pacific FC		√	√	√	√	√	√	√

Renewable energy

Climate change is prompting many businesses and industries to shift from energy that emits greenhouse gases to renewable energy from natural sources such as solar, wind, geothermal and hydro. Running sports organizations produces huge amounts of carbon because of the amount of energy from travel and operating venues on game days. So to achieve net-zero goals or reduced carbon targets, these sports organizations have taken some steps to utilize renewable energy.

Liverpool FC

- By joining the UN Sports for Climate Action Framework and adhering to U.K. legislation, Liverpool FC has stated it will target zero carbon emission goals through the use of renewable energy, utilizing carbon offset maneuvers and planting trees in northwest England.

Southampton FC

- The club has set a goal to become carbon neutral by 2030.
- It has set a goal of switching to 100 percent renewable energy.

Forest Green Rovers FC

- The club installed solar panels at its home stadium, The Bolt New Lawn.
- It is the only club with Eco-Management and Audit Scheme (EMAS) accreditation, a “premium management instrument developed by the European Commission for companies and other organizations to evaluate, report, and improve their environmental performance.”

- Electric vehicle charging stations were installed outside the stadium.
- It uses a solar-powered electric robotic lawn mower to cut the pitch's grass.
- The club's team bus is electric powered.
- The club is powered by Ecotricity's 100 percent green energy.

Oakland Roots

- Partnered with East Bay Community Energy to encourage residents and businesses to transition to using renewable energy.

Waste reduction

It's a bit of a curse of success: The larger the sports team and venue, the more waste they produce on game days. Fortunately cutting down on waste is trending in the sports world. Many clubs and venues are cutting back on single-use plastics, increasing water-bottle refill stations and stepping up recycling and composting efforts. Climate Pledge Arena in Seattle, for example, has a zero-waste goal (95+ percent diversion rate is the industry standard) by composting and recycling with the help of on-site sorting. Here's what some of the organizations being compared in this research have been doing:

Liverpool FC

- By promoting recycling, reusing and composting efforts, Liverpool FC is trying to cut down landfill waste. The club uses biodegradable cutlery, paper drinking straws,

recyclable food containers and cups and reusable cups. After a recent replacement at its Anfield stadium, 6,500 plastic seats and seatbacks were recycled.

Southampton FC

- The club said it sent zero waste to landfills in 2021 by reducing, reusing or repurposing products.
- It introduced a reusable cup program at home games.

Forest Green Rovers FC

- Introduced a wash and re-use system for all cups and French fry trays to help cut down on the amount of garbage generated.
- Added food recycling points around the stadium

Sustainable food offerings

Liverpool FC

- A farm-to-fork initiative includes a garden at Anfield that produces fruit, vegetables and honey that's consumed at the stadium. Excess food is donated to food banks. Liverpool FC's Academy features trees, plants, wildflowers, raised vegetable beds, bug houses, a hedgehog house, log piles, bird boxes and bird feeders "to support inner city wildlife." The club's fish is sustainably sourced, it uses sustainable palm oil and its official sustainable protein partner, Quorn, has introduced plant-based products on the menu at the training facility and for fans on matchdays.

Southampton FC

- Offers vegetarian and vegan food options, including locally sourced food.

Forest Green Rovers FC

- Completely vegan diet at the stadium for fans and players to eliminate contributions to meat and dairy industries that have a big impact on climate and natural resources.

Oakland Roots SC

- Vegetarian and vegan food options are available.

Enviro-friendly kit

Most modern soccer kits (jerseys) are made with synthetic materials to contribute to optimum performance of the athletes. Fortunately, major sportswear manufacturers have been introducing kits made from recycled material. Old plastic water bottles are a common source, but that's not the only ingredient that can be used to create new kits.

Liverpool FC

- Liverpool FC kits, or jerseys, are made with 100 percent recycled polyester fabric from recycled bottles (part of Nike's Move to Zero initiative).

Southampton FC

- Southampton FC Eco8 kits by Hummel are made partially from recycled plastic bottles (eight per shirt).

Forest Green Rovers FC

- Introduced a kit made from recycled coffee grounds and previously had kits made from bamboo

Gold Coast Titans

- The club's Dynasty Sport jersey's Ecotek fabric is made from ethically sourced recycled plastic bottles.

Diversity, equity and inclusion

After George Floyd was murdered by a Minneapolis police officer in 2020, more athletes and leagues used their platforms to promote social justice and anti-racism efforts. Many modern-day athletes will no longer just “shut up and play.” The old boys club needs to be discarded into history as sports organizations become inclusive and shift to resembling the racial, gender and sexual identity diversity in their communities.

Liverpool FC

- With a goal of becoming “the most inclusive club in football,” Liverpool FC has said it wants to make its business stronger by hiring people who are “representative of a variety of backgrounds, perspectives and skills.” The club was a founding signatory of English Football's Football Leadership Diversity Code.”
- In 2020 it launched “Red Together,” a club-wide effort to promote equity, diversity, and inclusion “across everything it does.” It includes an online platform to “celebrate the club's inclusive culture and diverse fanbase.”

Forest Green Rovers FC

- The club signed up for the Football Association’s Football Leadership Diversity Code that signals a commitment to address inequality across senior leadership positions, team operations and coaching roles.

Oakland Roots

- Became the first soccer team in the United States to join Common Goal and pledged a minimum of 1 percent of salaries and ticket sales to a fund that supports programs that addresses issues such as racism, gender inequality, youth unemployment and social exclusion.”
- The Oakland Roots and Soul Foundation’s mission is “to challenge inequities in sport and society with a focus on race and gender justice.”
- Oakland Roots Justice Fund supports causes at the intersection of race and gender justice.

Gold Coast Titans

- The team’s current and former players connect with children and young adults as part of the Roads to Regions program that is based on health and well-being, inclusion and diversity.

Health and well-being

Sports has a natural connection to good health and fitness of its athletes, but how about the health and fitness of its employees, customers and fans? It seems the global pandemic created increased empathy among sports organizations, particularly regarding mental health and well-being.

Liverpool FC

- The club provides employees access to its Employee Assistance Programme counseling service and its health and well-being platform.
- A cycle-to-work and electric/ultra-low emission car schemes were launched along with mental health support and virtual social gatherings for remote workers during COVID lockdowns.
- In addition to the charities and community initiatives supported by Liverpool FC, the club's full-time employees are given four half-days to volunteer with community programs.
- Its Red Neighbours program and the LFC Foundation are trying to address some problems affecting people in the Liverpool community. These include food poverty, social isolation, unemployment and education.

Southampton FC

- Launched a "Home Grown" initiative where it plants 250 trees locally and preserves another 250 in the Amazon region whenever an academy player makes his or her first team debut.

- The Senior Saints program strives to improve the mental and physical health of seniors by encouraging them to exercise and socialize.
- Active Through Football offers free football activities for adults in the city center of Southampton.
- Saints Goal helps select groups of individuals improve their health, lifestyle and nutrition during a 12-week program.

Gold Coast Titans

- The team's current and former players connect with children and young adults as part of the Roads to Regions program that is based on health and well-being, inclusion and diversity.

Youth development

Many soccer clubs have a stake in training young boys and girls to develop into future players through their academies. But those are typically elite soccer players representing a small fraction of the youth population. Some sports organizations are connecting with the younger generation through schools and educational programs in their communities.

Southampton FC

- Premier League Primary Stars are involved in 16 schools, helping teachers improve PE classes and assisting students in English, math and personal, social, health and economic education.

- Community Champions work with students in seven secondary schools “to bolster their self-esteem and aspiration in class, whilst showing them different possibilities outside of the classroom.”

Forest Green Rovers FC

- Its Ambassador Scheme links the club with local schools to share its green values.
- The club runs a free educational program with schools and the community called Fit2Last to teach the benefits of sport, health and sustainability through tailored lessons, tours and school visits by players.

Oakland Roots SC

- The club partners with the Chapter 510 youth writing, bookmaking and publishing center, a number of area soccer clubs and Soccer Without Borders, Street Soccer USA and My Yute Soccer free camps that serve underfunded neighborhoods and kids of diverse socio-economic and cultural backgrounds.
- Its Project 510 team gives local players a chance to develop in the pro development United Premier Soccer League Premier Division.

Gold Coast Titans

- The Titans Deadly Futures Program “aims to influence Aboriginal and Torres Strait Islander high school students to choose a pathway to lead them to success, but to also help them deal with setbacks and empower them to find their feet and continue their journey.” Themes include cultural appreciation, heritage and respect, healthy living and

relationships, goal setting and future planning, mental health awareness and resilience, creative arts, music and dance.

Indigenous reconciliation

Colonization's impact on many areas of the world will last forever, and some sports teams are leading in reconciliation efforts with indigenous people from the traditional lands on which these teams now play. There's no turning back history, but sports can use their platforms to help move our society and First Nations forward.

Oakland Roots SC

- Under the "Purpose" section of its website, the club has subsection titled "Stolen Land" where the club acknowledges its place in the unceded ancestral land of the Ohlone, which includes "dozens of indigenous groups."
- "Indigenous Land" is painted in big letters along one sideline of the turf at Roots SC's home stadium at Laney College.

Gold Coast Titans

- Like all NRL teams, the Titans have a formal commitment to reconciliation. This is based on the pillars of "relationships, respect and opportunity" in the organization's reconciliation action plan (RAP).
- The Titans are working to embed cultural initiatives into the entire organization. Since its inception in 2007, the Titans have made efforts to associate itself with Aboriginal and Torres Strait Islander peoples.

- The Titans have integrated their RAP into the team’s core values known as the RAPT initiative: resilient, accountable, proud and trustworthy.
- They play an “acknowledgement of country” video before every home game to promote inclusiveness and acceptance of all people.
- The NRL holds an Indigenous Round during one matchweek of the season with reconciliation events and special indigenous jerseys.

Findings for Objective 1

1.1 Most efforts to date have been in environmental sustainability

The analysis of the “net positive” best practices in comparative organizations showed that most efforts to date have been focused on the area of environmental sustainability. Just as environmental sustainability is a major focus of the “Net Positive” book, green initiatives seem to be dominating purpose-driven efforts by sports organizations. While climate change makes further environmental impacts on the world and as more people understand the compounding destructiveness it’s causing, more organizations are making efforts to reduce their carbon footprints and/or offset their carbon emissions.

Judging by media coverage and the amount of check marks it has in Table 1, Forest Green Rovers FC are setting the industry standard for being a socially responsible and environmentally sustainable sports organization. The Nailsworth, England, club plays in English Football League’s League One, the third tier of football in the United Kingdom. FIFA, the world’s governing body for the sport, in 2017 declared Forest Green Rovers FC were the greenest football club in the world.

In addition to the efforts above, some non-governmental organizations and sports industry groups have been establishing some best practices for “net positive” sports businesses. Forest Green Rovers FC, Liverpool FC and Southampton FC are among 178 sports organizations that have signed on to be part of the Sports for Climate Action framework established by the United Nations Framework Convention on Climate Change (UNFCCC). These organizations range from the Major League Baseball’s New York Yankees to Formula 1 auto racing.

Sports for Climate Action has two overarching goals it is working towards: “1. Achieving a clear trajectory for the global sports community to combat climate change, through commitments and partnerships according to verified standards, including measuring, reducing, and reporting greenhouse gas emissions, in line with the well below 2-degree scenario enshrined in the Paris Agreement; and 2. Using sports as a unifying tool to federate and create solidarity among global citizens for climate action.” Forest Green Rovers FC, Liverpool FC and Southampton FC are among 93 organizations that have signed on to an additional United Nation movement, the Sports for Climate Action’s Race to Zero that commits signatories to halving their emissions by 2030 and “achieving net zero emissions as soon as possible.”

Participants in the Sports for Climate Action Initiative must commit to the following five principles and prove ongoing progress:

- Principle 1: Undertake systematic efforts to promote greater environmental responsibility;
- Principle 2: Reduce overall climate impact;

- Principle 3: Educate for climate action;
- Principle 4: Promote sustainable and responsible consumption;
- Principle 5: Advocate for climate action through communication.

It's hoped that by having more organizations adopting these principles, a snowball effect will occur within the sports industry to the point of widespread adherence. Ideally, the attention and publicity will help amplify the successful implementation of strategies, policies and procedures and influence other industries to follow suit.

A U.K.-based group called Sport Positive has a mission to support global sports organizations in their efforts to combat climate change. It hosts an annual Sport Positive Summit in collaboration with UNFCCC, connects worldwide industry stakeholders and publishes annual Sport Positive sustainability standings for three of the top European football leagues (England's Premier League, Germany's Bundesliga and France's Ligue 1).

Football clubs are given points in the categories of policy and commitment, clean energy, energy efficiency, sustainable transport, single use plastic reduction or removal, waste management, water efficiency, plant-based/low-carbon food, biodiversity, education, and communications and engagement.

The nonprofit Green Sports Alliance describes itself as “an environmentally focused trade organization that convenes stakeholders from around the sporting world (teams, leagues, conferences, venues, corporate partners, governmental agencies, athletes, and fans) to promote

healthy, sustainable communities where we live and play. We are committed to creating awareness and dedicated to creating meaningful change towards a more sustainable future.”

1.2 Some challenges with environmental sustainability efforts

Although most “net positive” efforts have been in the area of environmental sustainability, some evident challenges and barriers exist. Aileen McManamon, founder and managing partner of 5T Sports Group and a board member of the Green Sports Alliance, was interviewed to provide an expert opinion for this report. McManamon’s experience and knowledge of environmentally sustainable practices in the sports industry is unrivaled. Sports Business Journal named her one of its 2022 Game Changers and described her as “one of the most sought-after sports environmental sustainability consultants in the world.”

Besides providing additional examples of sports organizations doing good work environmentally and socially, McManamon gave blunt opinions about the effectiveness of the United Nations Sports for Climate Action pledge that she co-authored.

She called it an important first move for teams and sports bodies to sign on, but other efforts – such as Major League Baseball’s energy and water dashboard or the Oak View Group’s GOAL program – are making bigger impacts by providing tools and resources.

“I was part of the original eight people that wrote the thing (UN Sports for Climate Action). But I kind of backed away over time because it didn't have any teeth and it also didn't have any tools,” McManamon said. “I mean it's a nice start but ... now it does have some requirements.

I'm on the outside on this side. I know what I know from hearsay so I can't say this is actually what's going on, but I think those tools and that teeth are still slow (in being implemented).”

McManamon used the example of Mercedes-Benz Stadium being widely recognized as one of the most environmentally sustainable stadiums in the world thanks to its LEED Platinum certification, zero waste efforts, renewable energy use, water management, alternate transportation and urban garden. Yet M-B Stadium is not a signatory to the UN Sports for Climate Action, demonstrating how responsible businesses that are serious about making positive changes have to go beyond making pledges and promises.

Furthermore, environmental sustainability practices are challenging to implement for smaller sports organizations that do not own or have full control of facilities.

1.3 Less established but promising “net positive” practices

In addition to being environmentally responsible, businesses are increasingly expected to be socially and culturally responsible as well (e.g., have social justice, be involved in cultural impact initiatives, and promote health, well-being, youth development and indigenous truth and reconciliation) – and consumers and sponsors are watching how they behave. As McManamon pointed out, all of the ESG indicators being prioritized by a firm are filtering from the C-suite executives right on down through the company. “These are our objectives and if you are a manager and you're not hitting them, and that includes you Mr. Sponsorship Director, Mr. Marketing Guy, so what's happening is they're turning around and putting those into the sports

contracts,” McManamon said. Here’s where smaller organizations, which don’t own and control the venues where their games are played, can make bigger impacts on their communities.

Ninety percent of Generation Z believe companies have an obligation to solve environmental as well as social problems, according to the McKinsey True Gen Report. This responsibility and accountability fits right into the “Net Positive” book’s premise of having companies operating for the long-term benefit of business and society. The large, young Gen Z demographic will make its buying decisions based on how it judges whether your company is behaving environmentally, socially and culturally responsible. Investing in youth and facilitating better mental health and well-being are a couple of ways companies can, in true “Net Positive” spirit, show Gen Z they want to “improve the lives of everyone they touch.”

According to Forbes, “Consumers, particularly Gen Y & Z, are four to six times more likely to trust, buy, champion and recommend brands that have a strong purpose.” It cited the Zeno Group’s 2020 Strength of Purpose study of 8,000 global consumers and 75 brands and companies that revealed 81 percent of consumers expect CEOs, founders or owners to set the standard by establishing and demonstrating a company’s purpose. Gen Z (87 percent) and Gen Y (84 percent) have even higher expectations. Businesses everywhere want to tap into those all-important young demographics with spending power, and a “net positive” approach is a shrewd way to attract Gens Y and Z. Pacific FC is no different, and the way it does business will make an impact on the Vancouver Island community and influence soccer business in Canada and elsewhere.

Although it's on a much bigger scale, Manchester City of the English Premier League recently reaped a return on investment of living and exemplifying an extremely holistic social and cultural model that serves as a lesson in “net positive” and sustainability strategy for clubs of all sizes. McManamon explained that large water infrastructure company Xylem chose Manchester City over other Premier League clubs for a large sponsorship contract to help inspire a billion people to start conserving water. She said she recently was on a Sport Positive panel with a Xylem representative who explained that Man City was the only team that came to the meeting with their sustainability strategy and their entire value set with the responsible person in the club. “They also just took their core values: Who are we? We are Man City. And literally, we are *this city* so we need to all move together here. So it's one of the few that I can cite where they also incorporated a lot of economic impact criteria. So all of the SDGs (sustainable development goals),” McManamon said.

As a purpose-driven club, Pacific FC is well-positioned to benefit from establishing and leading efforts in social and cultural “net positive” practices. The SWOT analyses of strengths, weaknesses, opportunities, and threats (Appendix B) showed that Pacific FC has been able to develop significant strengths that provide fertile ground for developing and benefiting social and cultural “net positive” practices. With solid results on the football field, the club has developed a strong fan base, ranking second in attendance in the eight-team league when taking into consideration population statistics. Being the only professional sport in its metropolitan area, Pacific FC established itself as a strong brand in the region. Looking to develop future generation of footballers and grow talent in its community, the club built and operates a 55,000-square-foot indoor multi-sport facility.

Between fan support and on-field results, Pacific FC has had some noteworthy victories in a short amount of time. Like any business, building something new is difficult. And Pacific FC's professional soccer product is like nothing that area had ever had before. Strengthening customer loyalty, cultivating relationships and creating traditions take time and hard work. Overcoming the obstacles of accessing its location and figuring out how to make casual and non-soccer fans more aware of the club's sports entertainment product will be ongoing as the club addresses those weaknesses. This makes forging stronger connections with the community through holistic "net positive" initiatives even more important. Leveraging the strengths of its on-field success and opportunities to capitalize on the growth of soccer also need to be tied into any "net positive" strategies.

The club's location on Vancouver Island and social trends of honoring indigenous cultural and spiritual history further provides strong opportunities for Pacific FC to take a leadership position in establishing social and cultural "net positive" practices. Not very far from Langford, a 143-hectare park near the Koksilah River in the Cowichan Valley was created in 2021 and represents "a deeper connection to the land's history and culture, and supports ongoing reconciliation with Indigenous peoples," Kelly Greene, parliamentary secretary for environment said in a news release.

Vancouver Island is a special place where many residents are progressive, environmentally conscious and supportive of social and cultural sustainability efforts. The nearby Saanich-Gulf Islands riding is one of two in Canada with a member of Parliament who represents the Green

Party. The two Green Party members who are in the provincial legislature represent ridings on south Vancouver Island.

Pacific FC wonderfully merged cultural sustainability with sports last season when it introduced its widely praised alternate jersey designed by a Coast Salish artist and donated a portion of proceeds to the artist's charities of choice. More opportunities like this can get a bigger audience in south Vancouver Island as Pacific FC takes advantage of soccer's growing momentum in Canada after recent successes by the men's and women's national teams. For example, the men's national team game against Croatia on Nov. 27 drew 4.4 million viewers to be the most-watched FIFA World Cup group stage match on record in the country's history, according to Numeris and Bell Media. An additional 431,645 immigrants, who are more likely to be familiar with soccer than other sports, coming to Canada this year won't hurt either.

With help from the FIFA video game, football kit fashion and global superstar players, the sport is popular with younger audiences. This falls right into place with the previously mentioned Gen Y and Gen Z consumers who want companies to be socially responsible. So this is a great opportunity for Pacific FC to win the favor of those two key demos by demonstrating its core values through social and cultural sustainability efforts.

In summary, the "net positive" environmental sustainability efforts of sports organizations seem to get more attention from news media and self-promotion, perhaps because climate change is such a hot topic. Considering how much carbon emissions are caused by the staging of sports matches – team and fan travel, the supply chain of concession food, broadcasting and stadium

energy use, etc. – we’re at the point now where it’s the rule for teams to have environmental sustainability plans rather than the exception.

But for many teams that don’t own or operate their venues, the impact of their environmental sustainability plans are limited. Thus, for teams to be a “net positive” operation, they’ll need to put more concerted efforts into social and cultural sustainability initiatives. These efforts like Southampton’s Senior Saints and Community Champions get less fanfare, but have a much more direct impact on members of the community. The result of the SWOT analysis bears that out by showing that Pacific FC’s strengths and opportunities align in leveraging the area of social and cultural sustainability.

OBJECTIVE NO. 2:

Create one strategic “net positive” area of focus to serve as a central starting point from which all other aspects of Pacific FC’s purpose-driven “net positive” strategy will flow.

Based on the results of the analyses of best practices, other organizations, and the SWOT analysis, the recommended strategic “net positive” area of focus will lie in the areas of social and cultural sustainability because Pacific FC can make a tangible impact at the local level.

Environmental sustainability is still important, but as a tenant of Starlight Stadium the club has less direct impact on this area.

Pacific FC’s “net positive” social and cultural sustainability efforts will require many ingredients, which then makes the implementation more complicated. Like Unilever’s ambitious

goal of improving the health and well-being of 1 billion people, a “net positive” strategy must be bold. As Nelson Mandela once said, “It always seems impossible until it’s done.” If it falls short of its goals, making an honest and sincere effort will still make a significant impact on people’s lives. While the efforts can’t be all things to all people, Pacific FC’s “net positive” strategy should try to help as many people as possible. Honing in on social sustainability will allow Pacific FC to address hunger and food insecurity by continuing to support the West Shore Food Bank. Cultural sustainability initiatives can start with community partner WSÁNEĆ School Board and grow bigger with other indigenous groups.

“Net Positive” stresses how corporations have a responsibility to make a positive impact on the world – “give more than you take” – with their actions matching their values rather than simply making as much money as possible with little regard for the impact on the environment or society. “More than ever, CEOs are responding to calls from workers and society at large to step up on issues from race to gender, equality and human rights,” Polman and Winston write in “Net Positive.”

The analyses of value, rarity, imitability, and organization (VRIO) demonstrate how Pacific FC can create value and a sustained competitive advantage by weaving its “net positive” approach to social and cultural sustainability into everything the club does.

Value: What are the specific needs that drive Pacific FC’s social and cultural sustainability and what capabilities does it provide?

By adopting a “net positive” business model that focuses on all of its stakeholders – players, staff, fans, suppliers and sponsors – throughout the value chain, even deeper connections with the Vancouver Island community can be forged. As Pacific FC demonstrates how deeply it cares about the well-being of its employees, the community, its partners and the world, the loyalty and connectedness of these stakeholders should grow.

That’s why creating social and cultural sustainability areas of focus and then following through on its principles with the related initiatives will give Pacific FC a unique value by delivering some welcoming and inclusive programs that benefit many people in the community. Elevating indigenous people through inclusive sports will play important parts of truth and reconciliation process. In August, for example, organizers of the Victoria Forum announced the Commonwealth Lekwungen Sport Declaration for Truth, Reconciliation and Partnership with Indigenous Peoples. Its purpose is to protect and promote the opportunities and rights of indigenous peoples through sport, starting with the 2026 Commonwealth Games. Pacific FC doesn’t have to wait that long to get started, however. Soccer will serve as the vehicle to spread the social and cultural sustainability values of Pacific FC while offering hope and inspiration on multiple levels through community involvement.

Social and cultural sustainability extends to soccer culture as well. The club will continue to build on the region’s growing soccer culture by serving grassroots needs through its Van Isle Wave and Trident Development youth programs. Conditions from grassroots to the pros are ripe for Pacific FC to exploit the opportunities presented by the current high profile of soccer across Canada. Pacific FC can leverage soccer’s strong momentum and the excitement about Canada’s

men's and women's national teams by creating authentic, purpose-driven social and cultural sustainability campaigns.

The intimate setting of cozy Starlight Stadium allows spectators to get close to the game action and players, helping develop fan favorites and role models for children to follow. Pacific FC game days provide great opportunities to launch initiatives as a stand-alone partnership or as part of a "theme game," such as National Day for Truth and Reconciliation. Social and cultural sustainability community partners have space to set up information tents for activations and to interact with soccer fans in the southwest corner of the Langford City Centre Park stadium on game days.

Pacific FC's human resources, consisting of its players, management and staff, are the resources that provide the most value in delivering on social and cultural sustainability efforts. Aligning with athletes from the area's top professional sports team will bring star power to social and cultural sustainability causes that Pacific FC chooses to support. In addition to any work performed to help these causes, Pacific FC will benefit from the goodwill and that's reciprocated.

Establishing itself as a club with a professionally run front office and strong soccer operations has strengthened its tried and true reputation nationally and locally. The other sports teams in the Victoria area also provide opportunities for young players to develop as they try to reach bigger leagues. But Pacific FC's professional status and soccer's greater reach as the world's most popular sport differentiates it and the social and cultural sustainability resource's value.

Getting complete buy-in from Pacific FC leadership, staff and players is crucial. Although there is no threat of another soccer team at an equal or higher level entering the Vancouver Island market, a big threat to the value of social and cultural sustainability is apathy, cynicism and indifference. That's why the initiatives need to be authentic and impactful while reaching many areas of the community. As "Net Positive" states, "There is one question every business leader should be asking themselves: Is the world a better place because your business is in it?" If every Pacific FC social and cultural sustainability initiative can answer "yes," then its value will be proven to the community while attracting positive returns through increased ticket sales and sponsorships for Pacific FC.

In addition to Pacific FC's on-field quality and entertainment value, social and cultural sustainability increases the consumers' perceived value by developing strong connections with the community. This should translate into a strong return on investments for Pacific FC and the sponsors it partners with. According to research by 17 Sport, a sports impact company that works with organizations and athletes to amplify their purpose, 78 percent of the more than 100 senior marketing and sponsorship decision-makers it surveyed at some of the world's largest brands believe that sport is an effective platform to activate a brand's purpose. That same research in 2022 found that 72 percent of those people believe purpose-focused sports activations are likely to increase in upcoming years.

Social and cultural sustainability's "net positive" initiatives that engage the community will then facilitate a circular pattern by helping increase ticket sales – along with the on-field soccer product – and attracting sponsors eager to associate itself with Pacific FC. Sponsors notice when

companies do things the right way and will want to be associated with a genuine brand. Take two football clubs mentioned previously in this report, for example. Forest Green Rovers has green energy company Ecotricity as its kit sponsor. Southampton recently signed a training kit sponsorship deal with green energy company EcoWatt.

Conversely, sponsors also take notice when a sports entity isn't behaving properly. Just look at the number of companies that have canceled or paused partnerships with Hockey Canada this year after a scandal involving a secret slush fund used to pay uninsurable claims of sexual assault and sexual misconduct.

The more Pacific FC uses its platforms to embody its authenticity by living up to “net positive” standards, the more it should be rewarded through positive responses from customers, vendors and partners. Its alternate kit designed by a First Nations artist is a perfect example. It helps that it was attractive, but it also captured attention locally and internationally, selling out quickly. Launching similar efforts that maintain social and cultural sustainability principles will make strong connections with the community and build social value with new and old fans.

Rarity: The availability of resources and how accessible they are to the competition.

Pacific FC isn't the only purpose-driven sports organization in Canada, but integrating a Vancouver Island identity into its “net positive” social and cultural sustainability area of focus will be unique. Shaping an authentic connection that understands the region's diversity while celebrating and elevating cultures and social groups specific to Vancouver Island will increase its

rarity. Pacific FC's "net positive," all-encompassing social and cultural sustainability approach will also certainly be rare among Vancouver Island sports teams.

First, let's look at the other Victoria area sports entertainment options. Although the Western Hockey League's Victoria Royals aren't technically professional, this major junior hockey team presents significant competition because of the inherent appeal ice hockey has on Canadians. The Royals attracted an average of 4,818 fans per game to the 7,400 capacity Save-On-Foods Memorial Centre in 2018-19 to rank fifth in WHL attendance. The Royals' home arena has the advantage of being located just outside downtown Victoria, but the hockey season of September to March only slightly crosses over with Pacific FC's April-to-October season.

The Victoria Shamrocks semi-professional indoor lacrosse season (Western Lacrosse Association) runs from May to August concurrently with Pacific FC's season. The Shamrocks led the WLA in attendance in 2019 with an average crowd of 1,966 fans over nine games at the Q Centre in Victoria.

The Westshore Rebels minor football team is a co-tenant of Starlight Stadium in Langford from July to October. The Rebels are an amateur team in the British Columbia Football Conference. Attendance figures were not available.

The most similar sports entertainment option in southern Vancouver Island is the summer West Coast League baseball team, the Victoria HarbourCats because they play outside from June to August. From 2014 to 2019, the team led the league in average attendance, illustrating how area

sports fans enjoy outdoor options when the weather is usually good. Although it's an amateur team, the HarbourCats drew an average of 1,919 fans per game to rank fourth in league attendance in 2022. The HarbourCats play at Wilson's Group Stadium at Royal Athletic Park just outside Victoria's downtown core.

The Royals, Shamrocks, Harbourcats and Rebels each have their charity or community-oriented efforts, but none of those Victoria teams have a specific area of focus that represents their organization's values in the way social and cultural sustainability would.

The very status of Pacific FC being the only true professional sports team in the Victoria area provides rarity to most facets of its business. Pacific FC's resource of a stronger platform in which to deliver its messages and values are an advantage. What increases the rarity of a social and cultural sustainability area of focus is how accessible Pacific FC players and staff will be with the initiatives. Royals players have to juggle school along with hockey, Shamrocks players have day jobs along with lacrosse, and the Harbourcats' tight summer baseball schedule has very few days off.

The CPL pays low wages, but the nascent league recently raised the salary cap and raised the minimum salary to \$30,000 CAD for the 2023 season. Of course, increased exposure, attendance and growth will have a positive impact on those wages.

Altogether, the entertainment package of a professional sports team that competes nationally, and occasionally internationally – as it did in 2022 in CONCACAF League play from winning the

2021 CPL championship – is unrivaled in the Victoria area. This is a truly unique quality of Pacific FC that the hardcore soccer fans in the area understand. Reaching casual and non-soccer fans is the great puzzle that the club has to continually solve. Traditional marketing, sports ticket promotions or merchandise giveaways will play a part, and communicating Pacific FC’s social and cultural sustainability vision and mission of “net positive” football can hopefully attract more customers who share the club’s values.

Imitability: Does the competition imitate this product.

As mentioned above, Pacific FC’s island location shields it from equal competition in soccer. Another professional soccer team will not be coming to the area to compete for Victoria fans because no other stadium of a significant size is in the area. Plus, no other comparable league exists in Canada, and the CPL wouldn’t permit the entry of another team in such close proximity to Pacific FC because the area’s population isn’t big enough.

Other sports entertainment options in the Victoria area could easily choose to imitate the “net positive” social and cultural sustainability approach to operating a business. The question remains whether those organizations have the authenticity and wherewithal to commit to becoming “net positive.” It wouldn’t be bad for Pacific FC if another sports organization imitated the soccer club because it wouldn’t lessen the value of its social and cultural sustainability resource. Quite the contrary. If anything, any imitation would illustrate how the social and cultural sustainability area of focus can be influential on the community and area businesses. It might also open up partnership or collaboration opportunities that would serve the

greater good of making positive impacts on the community while increasing each team's marketability and reach.

Interestingly, the nearest team that most closely resembles Pacific FC is also owned by SixFive Sports & Entertainment. CPL expansion team Vancouver Football Club will debut in the 2023 season east of Vancouver in Langley, B.C. Besides competing for the same players just like every other CPL club, Vancouver FC vows to be a purpose-driven organization with similar values as Pacific FC. The distance, obstacles and transportation modes (ferries or airplanes) required to reach the Lower Mainland of British Columbia probably won't pull any Vancouver Island fans away from Pacific FC. But they could potentially be competing for the same sponsors, so it makes the "net positive" social and cultural sustainability an important way for Pacific FC to differentiate itself.

Organization: Internal analysis of how the business operates and is structured for success.

As mentioned previously, everyone in the organization needs to buy into the social and cultural sustainability theme's mission and values for it to be successful. Let's look at the structure of Pacific FC organization:

SixFive Sports & Entertainment owns Pacific FC, which is led by club president Josh Simpson and managing director Paul Beirne. Beirne joined Pacific FC in September and leads the 16-person, full-time business operations staff (and more game-day, part-time personnel). As a young organization in a fledgling league that struggled to survive during the pandemic, Pacific FC is a lean operation where resources are stretched to the limit.

Like the player wages, salaries are low and results are driven by a deep passion and love for soccer and working in sports business. Beirne and his managers need to be careful to prevent burnout, keeping clear and honest lines of communication. Capitalizing on the employees' passion, encouraging their ideas and showing empathy without exploiting their eagerness is a challenge faced by many sports properties. Integrating the "net positive" strategies into the organizational structure and operations could have long-lasting impacts on the job satisfaction and well-being of staff.

Creating a "net positive," social and cultural sustainability strategy that employees and players can believe in, identify with and engage with should have long-lasting effects on any organization. "Net positive companies improve the lives of everyone they touch," Polman and Winston wrote. Employees are an important component along the value chain and a partner in delivering long-term social and cultural sustainability. Contributing to their professional growth while including them on social and cultural sustainability decisions will strengthen the value of this human resource.

Information services company Gartner looked at human resources trends in 2020 and stressed the need for employees to have a shared purpose and for company leaders to "get involved with the societal, cultural debates of the day." That takes more than publishing a statement via news release and social media.

Gartner’s research discovered 40 percent of those who responded considered themselves as highly engaged employees. That number rose to 60 percent when the employees’ company got involved in social issues of the day.

“Organizations that get involved in the societal and cultural debates of today find they have a more engaged workforce and a better reputation that enables them to source the best quality talent from the labour market,” said Brian Kropp, chief of research in the Gartner HR practice.

Besides attracting workers and inspiring employees, social and cultural sustainability efforts could also be an extra ingredient that draws talented soccer players to Pacific FC.

In summary, the VRIO analysis shows that Pacific FC can gain a competitive advantage by integrating a “net positive” strategy focused on social and cultural sustainability into its identity. Executing authentic social and cultural initiatives will bring the club value in building loyalty, expanding brand awareness, creating goodwill and deepening the club’s connections with the community. Pacific FC’s unique position as Vancouver Island’s only professional soccer team – and its only professional sports franchise – makes it difficult for a competitor to duplicate the scope of its execution.

OBJECTIVE NO. 3: Provide recommendations for the early implementation stages for the strategic “net positive” area of focus (social and cultural sustainability). A market research survey will provide information about which initiatives have the best chances of increasing visibility, improving brand image, and attracting partnerships for Pacific FC.

Taking what has been revealed from “net positive” examples of other sports teams’ initiatives, industry best practices, the SWOT analysis and the VRIO analysis, recommendations will now be formulated for the early implementation stages of Pacific FC’s social and cultural sustainability campaigns.

Given that social and cultural sustainability initiatives can have multiple categories, it’s recommended that Pacific FC follow the examples set by other clubs that have an overarching theme or title to represent all “net positive” efforts. For example, Liverpool FC has “The Red Way,” and Southampton FC has “The Halo Effect.” These themes cleverly combine a descriptive title with imagery representative of the club. Liverpool is known as the “Reds” for home red shirts and Southampton, which has a halo in its crest, is known as the Saints.

A recommendation for the “net positive” overarching theme or title for Pacific FC is “Trident True” (Illustration 1). Besides its double entendre that sounds like “tried and true,” Trident True’s meaning invokes authenticity, honesty and ethical principles that are essential components to being a purpose-driven business. These noble virtues serve as an umbrella under which all the “net positive” social, cultural and environmental sustainability initiatives will flow.

Pacific FC has a small trident in its main logo, uses a prominent trident in its secondary logo, and the club and fans often use the “Tridents” nickname to refer to the team. Pacific FC also has a U-8 to U-17 soccer training program called the Trident Development Program. A club news release

stated, “Traditionally, the trident has been used for spearfishing. It also is a mythological symbol for having control of the ocean.”

Trident True also lends itself to a concise and memorable hashtag (#TridentTrue) for use in social media and promotions to convey the true spirit of the club and “net positive” endeavors. But it needs to be more than just a slogan or a hashtag. Trident True must be an authentic way of doing business every day.

Here are the first steps to the early implementation of the Trident True plan:

- Secure the trademark for Trident True. It’s available in Canada, according to a Nov. 30 search of the Canadian Trademarks Database.
- Develop a “Trident True” marketing plan connecting Trident True to Pacific FC’s mission, vision, and strategy, while emphasizing the “net positive” strategic goals and placing strategic priority in the areas of social and cultural sustainability
- Develop a plan to launch Pacific FC’s “net positive,” Trident True campaign. Organize a preseason media event with current and prospective community partners, corporate partners and season ticket holders to communicate and share the club’s Trident True vision.
- Initiate meetings with vetted organizations performing community work that aligns with Pacific FC’s social and cultural sustainability goals. Carefully choose which organizations can become community partners under the Trident True umbrella. Invite corporate sponsors to collaborate on community-focused activations with community partners.

- Based on the results of the market survey, which is explained in further detail below, prioritize social and cultural sustainability initiatives focused on youth development, youth sports, diversity equity and inclusion, indigenous truth and reconciliation and mental health and well-being.
- Integrate Trident True initiatives within Pacific FC’s digital and social media strategy and calendar.
- Create more theme games and promotions around Trident True social and cultural sustainability initiatives during the 14-game home schedule.

Illustration 1



Pacific FC’s “net positive” Trident True efforts need to be loudly celebrated and trumpeted. The movement and its goals shouldn’t be hamstrung by Canadian modesty. Every partnership, event and outreach needs to be publicized by press releases, media relations, website stories and social

media posts. A “Community news” section should be added under dropdown area of the “Community” section in the menu bar on the club’s website. Community partners and corporate partners should have a presence on the club’s home page. See what CPL rival Atletico Ottawa does to feature its season partners, for example.

In addition to the major social media platforms of Facebook, Twitter, Instagram and TikTok, ramp up activity on LinkedIn and use it as a publicity arm of the club. Oakland Roots and English Premier League club Brentford F.C. have good examples of community-focused content that Pacific FC can model its strategy after.

To get a sense of what topics are important to members of the Vancouver Island community, a market survey was conducted using Google Forms. The link to the survey was shared with supporters groups via Twitter, a Reddit post on the Langford sub-Reddit, an email to Pacific FC staff, a Pacific FC email newsletter to season ticket holders and subscribers and through this author’s network. The survey was published Nov. 25 and results from 87 respondents were downloaded Dec. 4.

Data from the responses show a clear preference for Pacific FC to stress initiatives that support youth in a variety of ways, including youth soccer and other sports, health and well-being and holistic and leadership development. Mental health and well-being, indigenous truth and reconciliation, diversity, equity and inclusion and environmental sustainability also earned strong support in the survey, which is proven by the following examples pulled from the results (for full survey results, see Appendix 2):

Asked to give their view of Pacific FC's impact on Greater Victoria and Vancouver Island's communities, 80.5 percent (70) were "favorable," 10.3 percent (nine) were "neutral," and 9.2 percent entered "don't know." None chose "unfavorable."

A large majority said it's important for Pacific FC to create, promote and participate in initiatives that deliver public benefit outside of sport, with 34.5 percent (30) saying it was extremely important and 40.2 percent (35) saying it was important. Neutral garnered 18.4 percent (16), followed by 3.4 percent (three) not very important and 3.4 percent (three) not at all important.

Respondents who replied that it was important were asked to type where they you see this club making the greatest impact. Of the 61 responses, 39 were related to youth soccer or helping young people. For example: "Growing the football community on the Island and helping promote sports as a way to help the kids stay away from drugs." And: "With youth who normally would not have ability to pay for training."

After being asked what matters to them (Illustration 2), respondents were instructed to rank five initiatives/causes (with 1 being most important and 5 being least important) from the following options: Diversity, equity and inclusion, indigenous truth and reconciliation, environmental sustainability, youth sports and athletics, youth holistic & leadership development, social justice (e.g., anti-racism work), mental health & well-being, physical health & fitness, food security,

education, drug addiction treatment, or other. The results and ranks of the most important initiatives were as follows:

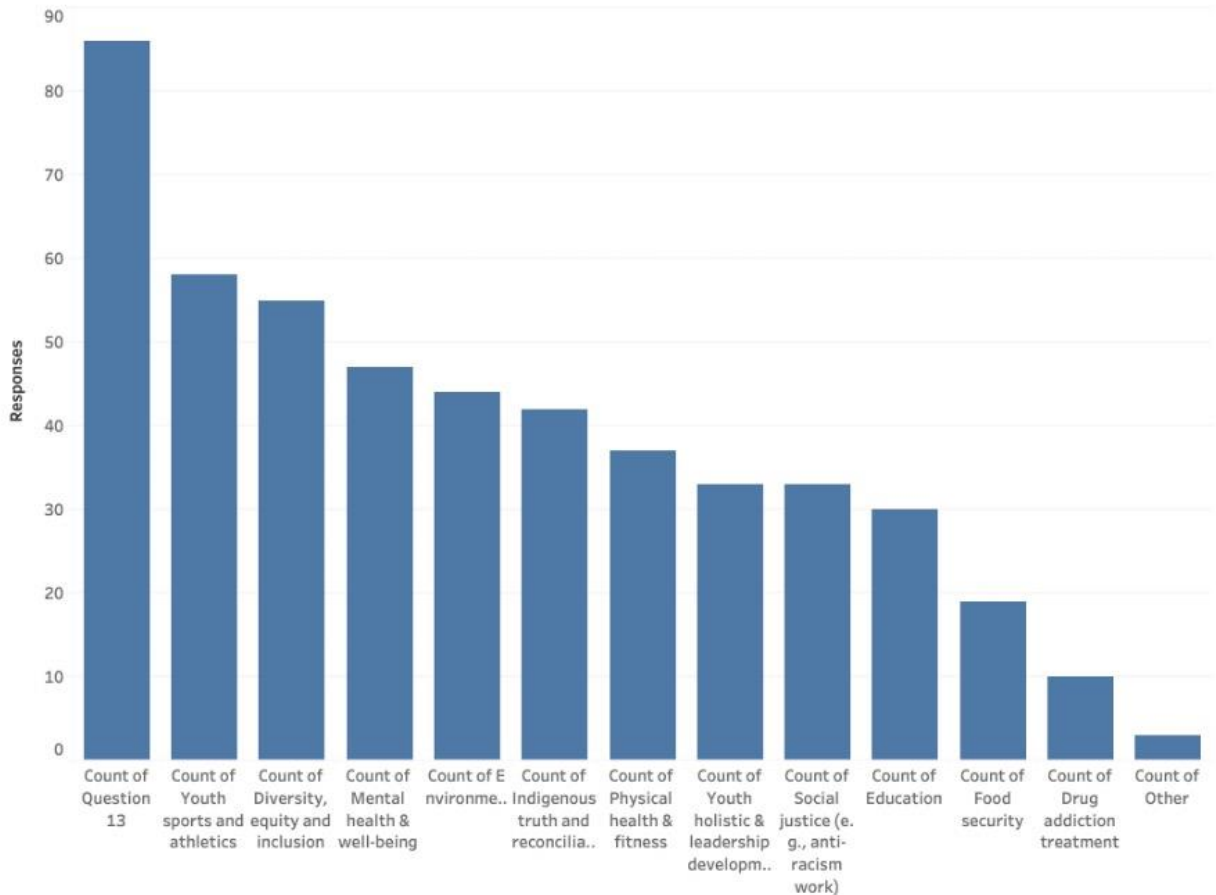
1. Youth sports & athletics (25 votes)
2. Diversity, equity and inclusion (16 votes)
3. Environmental sustainability (8 votes)
4. Indigenous truth & reconciliation and Physical health & fitness (7 votes for each category)
5. Youth holistic & leadership development, mental health & well-being and Food security (five votes for each category)
6. Social justice and education (2 votes for each category)
7. Drug addiction treatment (1 vote)

Three selected other and wrote in “affordable housing,” “workers’ rights/union organization,” and “preventing violence against women and girls.”

It is evident that the top-ranked initiatives are in line with the recommendation to focus on the social and cultural sustainability “net positive” efforts, including the development of youth sports and athletics, DEI efforts, and indigenous truth and reconciliation initiatives.

Illustration 2

Question 13 | What matters to you? Please select up to 5 only of the following initiatives/causes in order of their importance to you personally (with 1 being most important and 5 being least important):



When asked to choose what should matter “to our club and community,” respondents were then directed to choose three areas in their opinion that are the biggest future challenges Greater Victoria/Vancouver Island and their communities face that Pacific FC could contribute to addressing (Illustration 3). The resulting rankings were as follows:

1. Youth health & well-being again tallied the most votes (36) with 18 ranking it first, nine ranking it second and nine ranking it third.
2. Embedding DEI had the second most total votes (28) with 13 ranking it first, eight ranking it second and seven ranking it third.

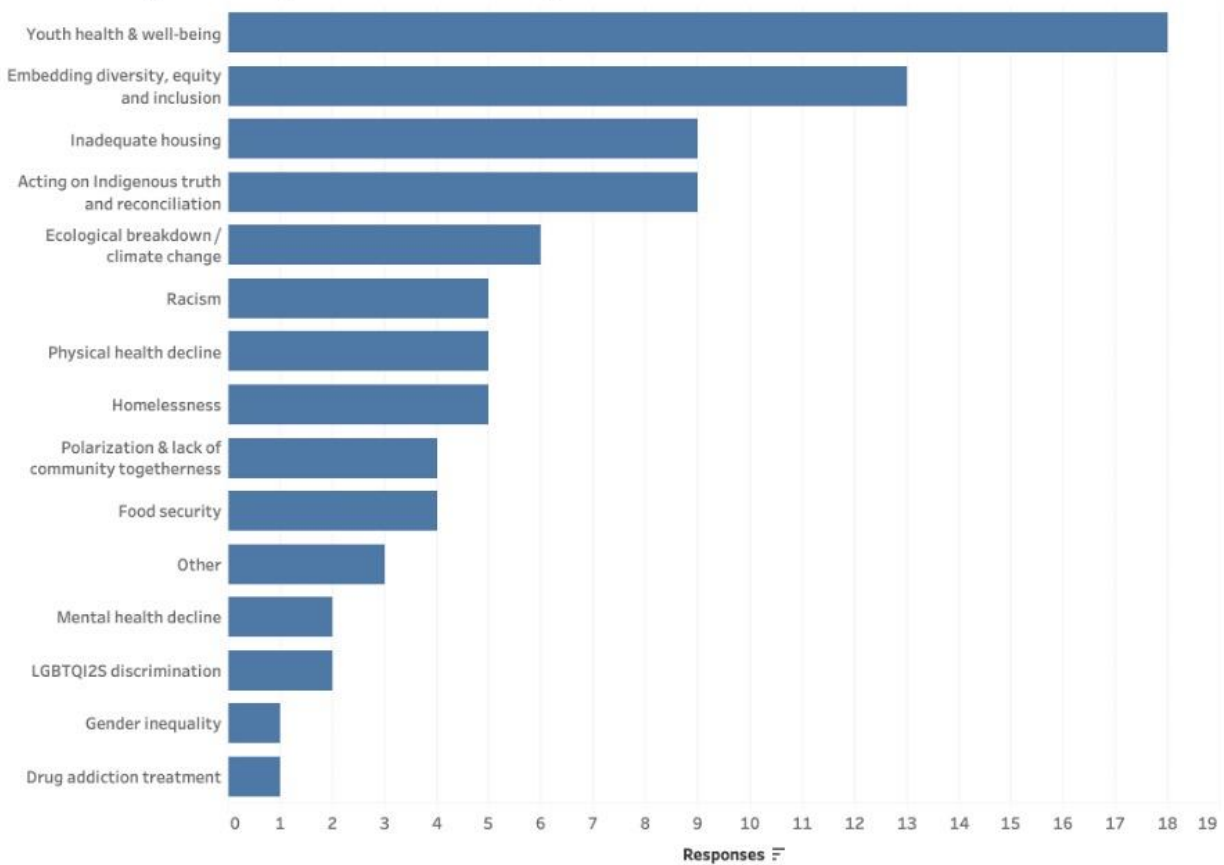
3. Mental health received the third most total votes (26) with two ranking it first, 12 ranking it second and 12 ranking it third.
4. Acting on indigenous truth & reconciliation was fourth (23) with nine ranking it first, 10 ranking it second and four ranking it third.
5. Polarization and lack of community togetherness had the fifth most total votes (21) with four ranking it first, 12 ranking it second and five ranking it third.

The rest of the categories, in descending order of total votes were physical health decline (17), ecological breakdown/climate change (17), inadequate housing (16), racism (16), food security (13), homelessness (11), drug addiction treatment (seven), LGBTQI2S discrimination (seven), gender inequality (three), preventing and preparing for natural disasters (two) and ableism (one).

These results further demonstrate that by focusing on the social and cultural sustainability initiatives, Pacific FC can make a big impact in Greater Victoria/Vancouver Island and their communities by addressing the toughest problems.

Illustration 3

Question 14 | What should matter to our club and community? What, in your opinion, are the biggest future challenges Greater Victoria / Vancouver Island and their communities face that Pacific FC could contribute to addressing? Select 3 (No. 1 selections shown):



CONCLUSION

Since its inception, Pacific FC has been a purpose-driven sports organization and it has demonstrated it through joining Common Goal, its indigenous-themed alternate jersey, youth soccer development and community partnerships such as Help Fill a Dream, food banks, WSÁNEĆ School Board and Vic Pride Soccer. After just four years, these have laid an excellent foundation. As a result of research and recommendations detailed in this report, Pacific FC’s efforts will impact even more people on the value chain to reach the next level with its “net positive” strategy called “Trident True.”

Based on the market research, interviews, SWOT analyses, VRIO analyses and a market survey, Pacific FC should focus its “net positive” strategy on the area of social and cultural sustainability. Leveraging its unique value and resources as a professional soccer club on Vancouver Island puts Pacific FC in excellent position to deliver its “net positive” initiatives focused on social and cultural sustainability to a receptive and progressive community.

Through the market survey, the community has communicated that it wants Pacific FC to help the area’s youth in soccer and personal growth, encourage good mental health and well-being, support indigenous truth and reconciliation, embody diversity, equity and inclusion and pursue environmental sustainability. Under a unifying “net positive” theme of “Trident True,” Pacific FC will focus on those aforementioned social and cultural sustainability areas with a tried and true ethos of authenticity, honesty and empathy that will strengthen the club’s connections with Vancouver Island communities and foster employee satisfaction by having a shared purpose.

Primed to capitalize on the momentum of soccer in Canada, Pacific FC can leverage the power of sport to be a positive force for social and cultural sustainability. Trident True will benefit all Pacific FC stakeholders, and a healthier, stronger and unified community will rally around the “Tridents.” Embodying the spirit of “net positive” thinking with bold and ambitious goals, Trident True is just a start for delivering long-term benefits for the club and community.

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APPENDIX A

“Net Positive” background

“Net Positive” co-author Paul Polman implemented his philosophies at Unilever when he served as its CEO from 2009 to 2019. The book cites many examples from the Unilever Sustainable Living Plan. Among the benefits that businesses can reap by making Net Positive transformations are:

- Unlocking economic potential. According to the Better Business Better World report: “Achieving the Global Goals opens up US\$12 trillion of market opportunities in the four economic systems examined by the (Business and Sustainable Development) Commission.” (Economic systems are defined as areas of economic activity with common value drivers. For example, the food and agriculture economic system embraces all the economic activities that deliver value in the provision of food to consumers, from fertilizers and farm production to logistics and grocery retail services.)
- Adopting long-term thinking can maximize executives’ time. Eliminating quarterly reports, as Unilever did under Polman in 2009, allowed leadership to spend more time focusing on long-term goals instead of updating stockholders with quarterly guidance.
- Gain trust and loyalty from young consumers. Ninety percent of Generation Z believe companies have an obligation to solve environmental and social problems, according to the McKinsey True Gen Report. This large, young demographic will make its buying decisions based on how it judges whether your company is behaving environmentally and socially responsible. According to Forbes, “Consumers, particularly Gen Y & Z, are four

to six times more likely to trust, buy, champion and recommend brands that have a strong purpose.”

- Unlocking the power of partnerships invites new ideas from partners and even critics.
- Influencing every part of the value chain and aligning with like-minded partners will spread your purpose and message. Work to optimize not just your own businesses, but suppliers, operations and customers’ lives.

APPENDIX B

SWOT analyses

Strengths

- Successful results on the football pitch. CPL champions in its third season, 2021. Finished fourth in 2022 to reach the playoff semifinals. Competed against international clubs from the North American and Caribbean region in the CONCACAF League round of 16 in 2022. Defeated Vancouver Whitecaps FC during the 2021 Canadian Championship, becoming the second CPL team to beat a team from the upper tier Major League Soccer in the tournament.
- Strong fan support in a nice venue that produces a good atmosphere. Pacific FC averaged 3,178 fans in 2022 to rank fifth in attendance in the eight-team league. But as 13ManSports points out, the club is second when attendance is compared to the population of the Census Metropolitan Area. Pacific FC’s 1 fan per 124.99 people in the Victoria area is behind only HFX Wanderers’ 1 fan per 79.94 people in the Halifax, Nova Scotia, area.

- Pacific FC is the only true professional sport in town and is arguably the highest level of sports played in the Victoria area and Vancouver Island.
- With distinct purple and teal colors and attractive merchandise, Pacific FC has established itself as a strong brand in the region.
- Owns and operates the Island Training Centre, a 55,000 square foot indoor multi-sports facility.

Weaknesses

- Pacific FC doesn't own or control its home stadium.
- Plays in Starlight Stadium in suburban Langford, 16.2 km from the provincial capital of Victoria, where a larger number of south Vancouver Island residents live and work.
- Games are somewhat difficult to get to. For people living on British Columbia's mainland, they need to take a ferry in Tsawwassen a little south of Vancouver, then drive 40 km to Langford. Victoria's airport is 34 km to Starlight Stadium.
- Although the CPL is a professional league, it is a low level and has limited revenue sources. It is highly dependent on attendance for revenue. Sponsorships, player transfers and broadcasting make up the rest.
- The league controls major sponsorship categories that prohibit the individual teams from pursuing some local sponsorships. Volkswagen, for example, is a founding sponsor of the CPL, and teams cannot pursue sponsorships from a local car dealer unless it is a Volkswagen dealer.
- All CPL matches are broadcast on the OneSoccer streaming service. It has no agreements with linear networks, so this requires fans to be technically savvy and willing to pay a

subscription fee. Though more sports are trending towards streaming services, it still excludes some older fans, those who do not have proper devices or internet service, and lower-income fans.

- The burgeoning league gets little attention from the two major sports networks in Canada. Getting earned media has been difficult.
- CPL players receive low pay. The minimum salary will be \$30,000 CAD for the 2023 season.
- Victoria has a high cost of living and recently ranked as the most expensive city for families in British Columbia. According to the nonprofit Living Wage for Families Campaign, a family of four would need both parents to make \$24.29 per hour to cover the basic costs of raising two children. In November, Victoria was tied for the third most expensive rental market in Canada, according to Zumper's Canadian Rent Report.

Opportunities:

- Pacific FC is a new franchise playing in a new league, and both are trying to build traditions and fan bases.
- Soccer in Canada and North America is growing, and the CPL can capitalize on it. The men's and women's national teams have had unprecedented success in the past two years. The men's team led the CONCACAF region to qualify for the FIFA World Cup for the first time since 1986, and the women's team won gold at the 2020 Tokyo Olympics. Canada's game against Croatia on Nov. 27 drew 4.4 million viewers to be the most-watched FIFA World Cup group stage match on record in the country's history, according to Numeris and Bell Media.

- Soccer participation numbers are strong. Soccer is the country's No. 1 team sport in terms of registered participants. Canada Soccer says nearly 1 million people were registered for soccer. Ice hockey, though holding a deeper connection to the Canadian identity and the country's most popular spectator sport, had just 606,000 registered players in 2019-20, according to the18.com.
- Soccer's global appeal as the world's most popular sport combined with Canada's high immigration rates are expected to help the sport grow even more (Statistics Canada reported in October that 8.3 million people – 23 percent of the population – are immigrants or permanent residents, which is the largest share among G7 countries. Immigrants could make up to 34 percent of the population by 2041, according to StatsCan).
- Those percentage of immigrants are expected to grow in the coming years. In 2021 Canada added 405,000 new permanent residents, the highest number in its history, according to the Government of Canada. The country's Immigration Levels Plan expects to add 431,645 immigrants in 2022, 447,055 in 2023 and 451,000 in 2024.
- Soccer kit fashion and the top-selling sports video game EA Sports' "FIFA" ensure strong connections with youth and pop culture.
- The CPL mandates a minimum amount of Canadian players on rosters and a minimum number of young players. This is good for developing Canadian professional soccer players within the CPL and for transferring to MLS and other bigger professional leagues. This adds to revenue and attracts other budding talent hoping to use CPL as a springboard for their careers.

- Residents of south Vancouver Island are progressive, environmentally conscious and supportive of sustainability efforts. The nearby Saanich-Gulf Islands riding is one of two in Canada with a member of Parliament who represents the Green Party (Elizabeth May, who is the co-leader of the Green Party). The two Green Party members who are in the provincial legislature represent ridings on south Vancouver Island – Saanich North and the islands and Cowichan Valley.
- Coincidentally, Victoria residents have shown a liking for sustainable food. In a recent study based on analysis of Trip Advisor data, Meal Kits Canada ranked Victoria as the most vegan-friendly city in Canada.
- Victoria is known for having one of the mildest climates in Canada with an average of 2,193 hours of sunlight per year.
- Victoria has a busy tourism season in the summer, creating business and marketing opportunities outside the club's home fan base.

Threats:

- The team and league are sensitive to economic downturns. The global COVID-19 pandemic nearly brought down the CPL before it could begin its second season in 2020. Without ticket revenues from games, teams struggled to survive. Edmonton FC, one of the league's original teams, ceased operations last month.
- Other sports options in the Victoria area are competing for similar customers (see Table 2). The Victoria Royals junior hockey team's Western Hockey League schedule begins near the end of the CPL schedule. The Victoria HarbourCats are an amateur baseball team playing in the summer West Coast League. And the Victoria Shamrocks of the

Western Lacrosse Association, which features amateur and semi-professional players, plays a short season in the spring and summer. Canada Rugby has one of its headquarters in Langford, but its teams play only infrequently at Starlight Stadium.

- The region’s moderate climate contributes to an active population that is drawn to outdoor recreational activities that compete with spectator sports for residents’ free time.

Table 2

South Vancouver Island sports ticket price comparisons

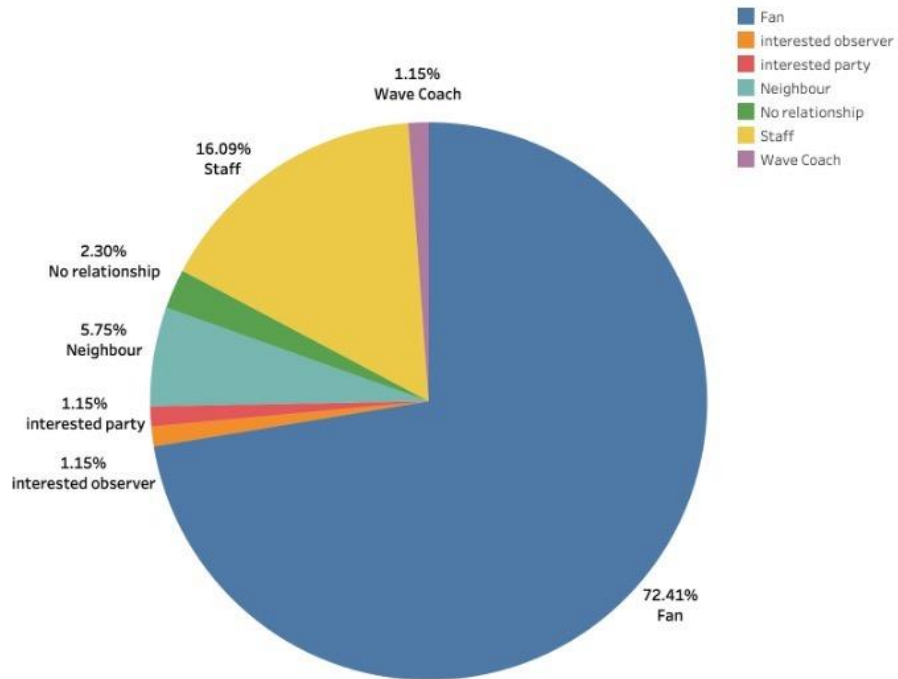
Team	Season	Dates	Price range	Kids <12
Pacific FC	2022	April-October	\$26-\$65	—
Victoria Royals	2022-23	September-March	\$25-\$39	\$20
Victoria HarbourCats	2022	June-August	\$15-\$35	Free under 3
Victoria Shamrocks	2022	May-August	\$14-\$20	\$10
Westshore Rebels	2022	July-October	\$15-\$20	Free

APPENDIX C

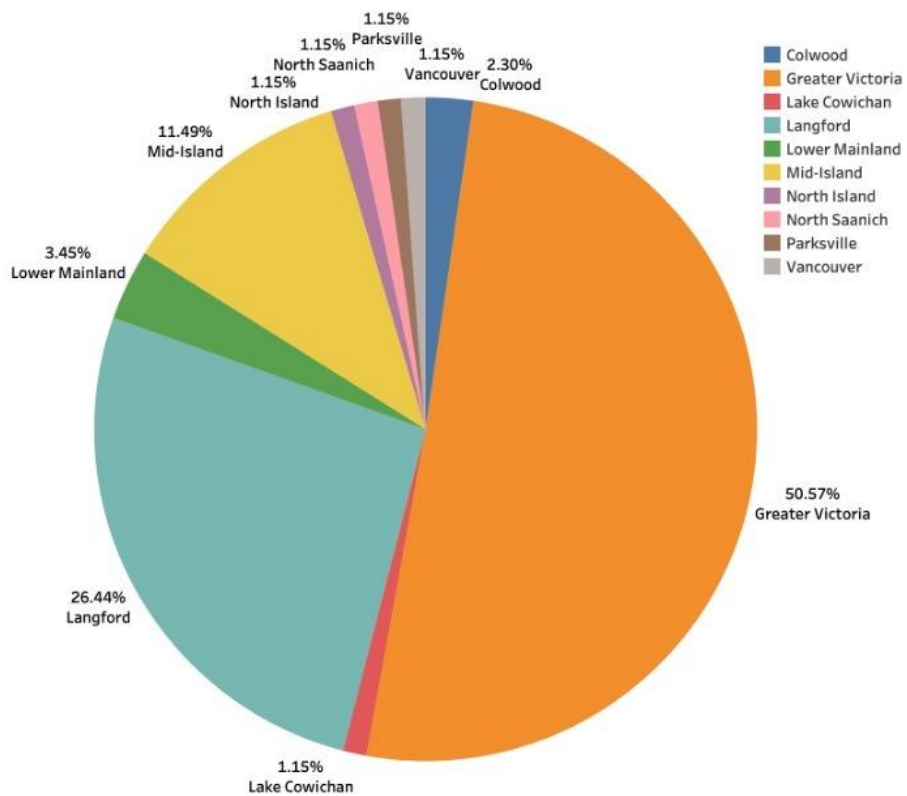
Survey responses

<https://docs.google.com/forms/d/e/1FAIpQLSf6JMuKx0tFzEsgyyuCVTrtG2HoNjtvxpl-fdCCP9jHZAx5AA/viewform?vc=0&c=0&w=1&flr=0&pli=1>

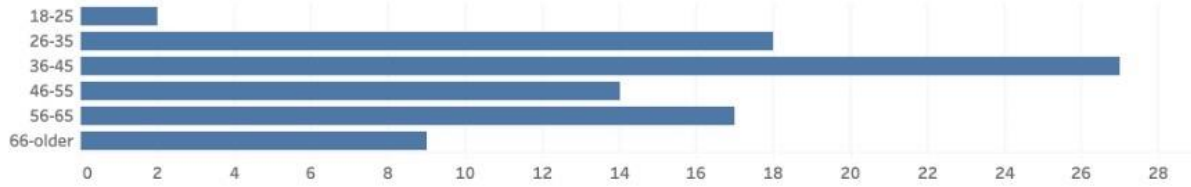
Question 1 | Please describe your relationship with Pacific FC, SixFive Sports & Entertainment or Starlight Stadium:



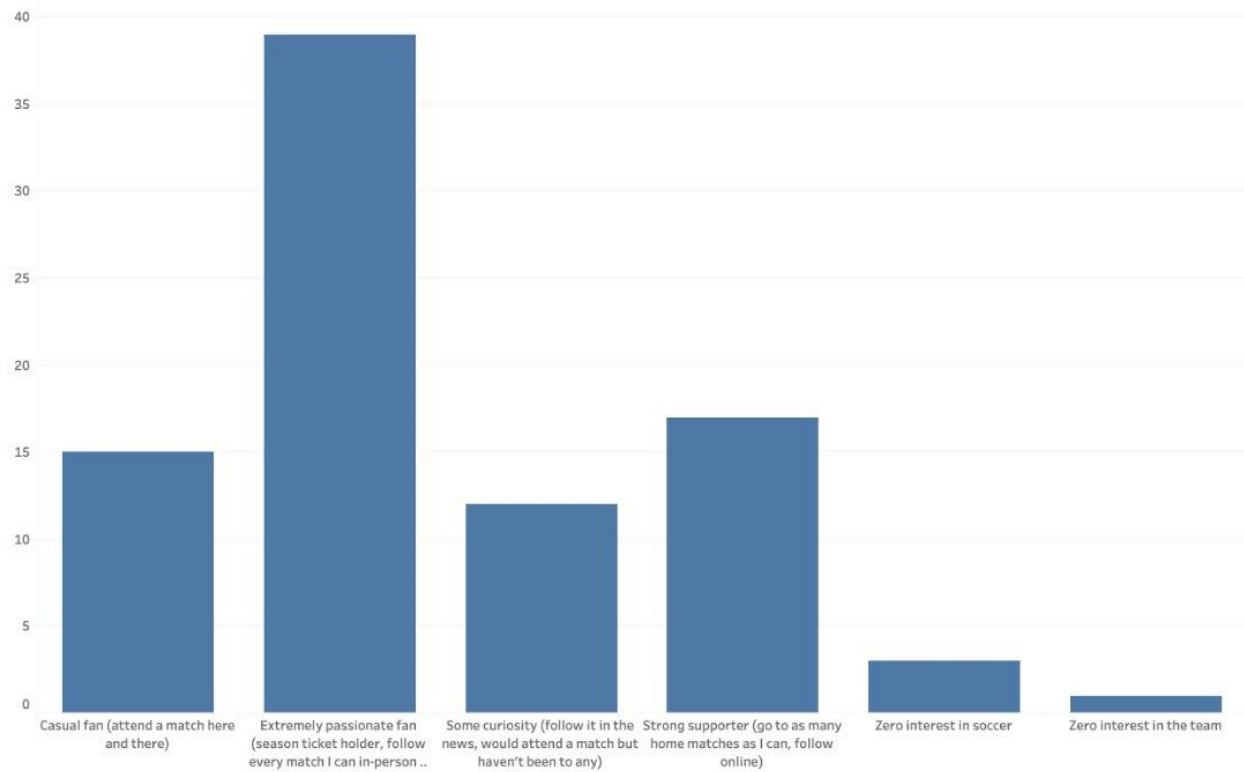
Question 2 | Which community/region do you live in?



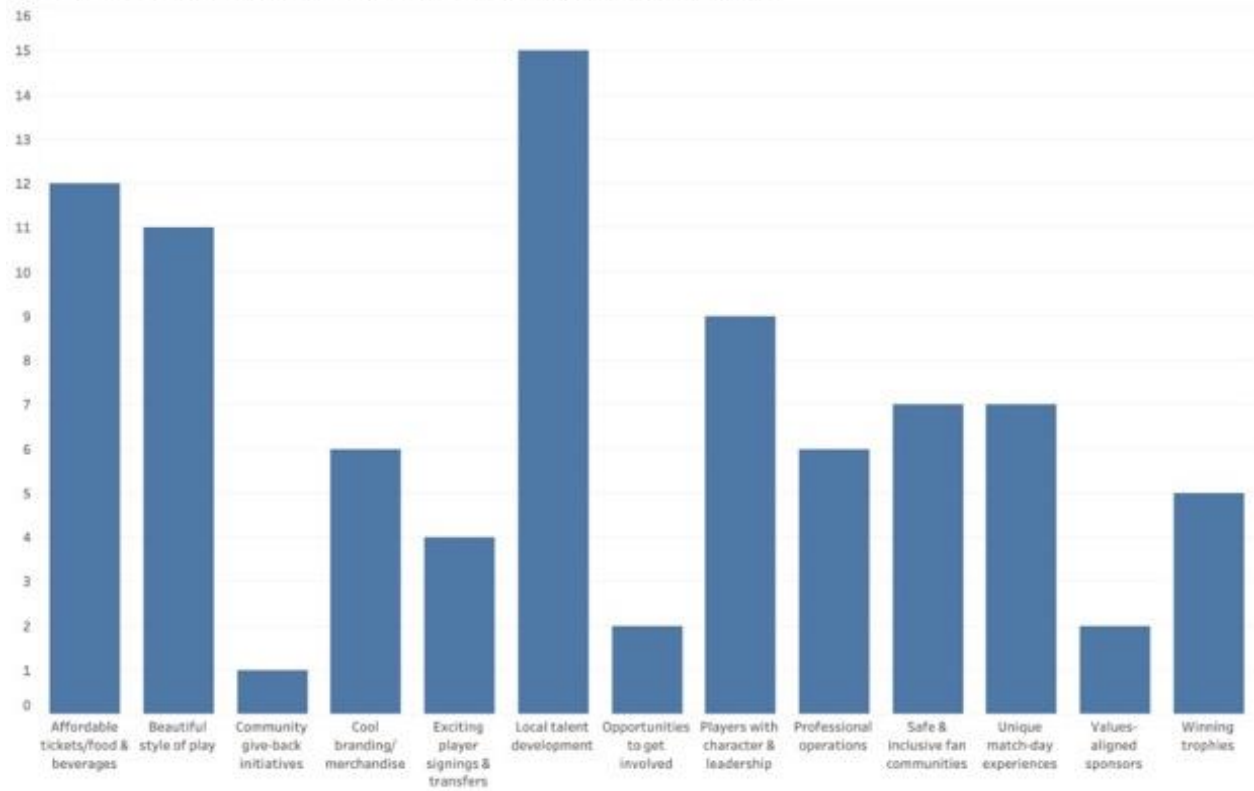
Question 3 | What option best describes your age group?



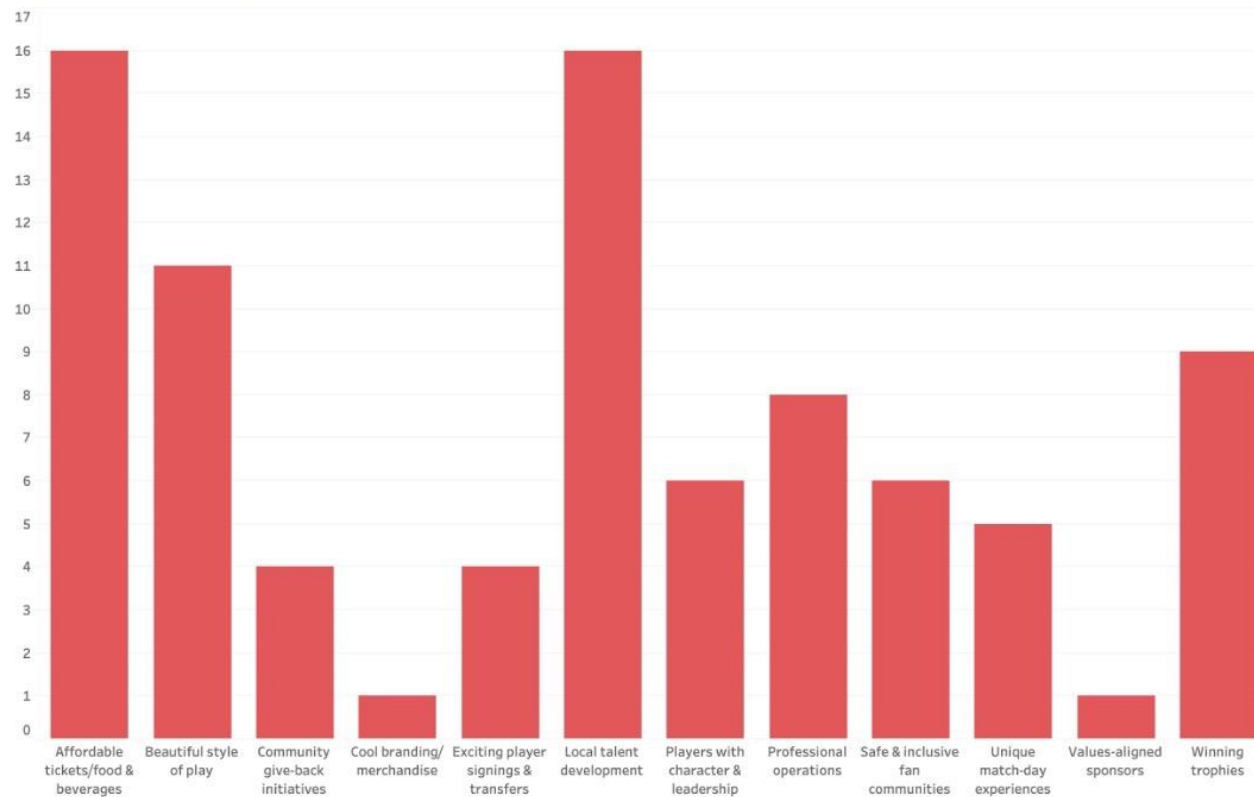
Question 4 | How would you describe your level of interest in Pacific FC?



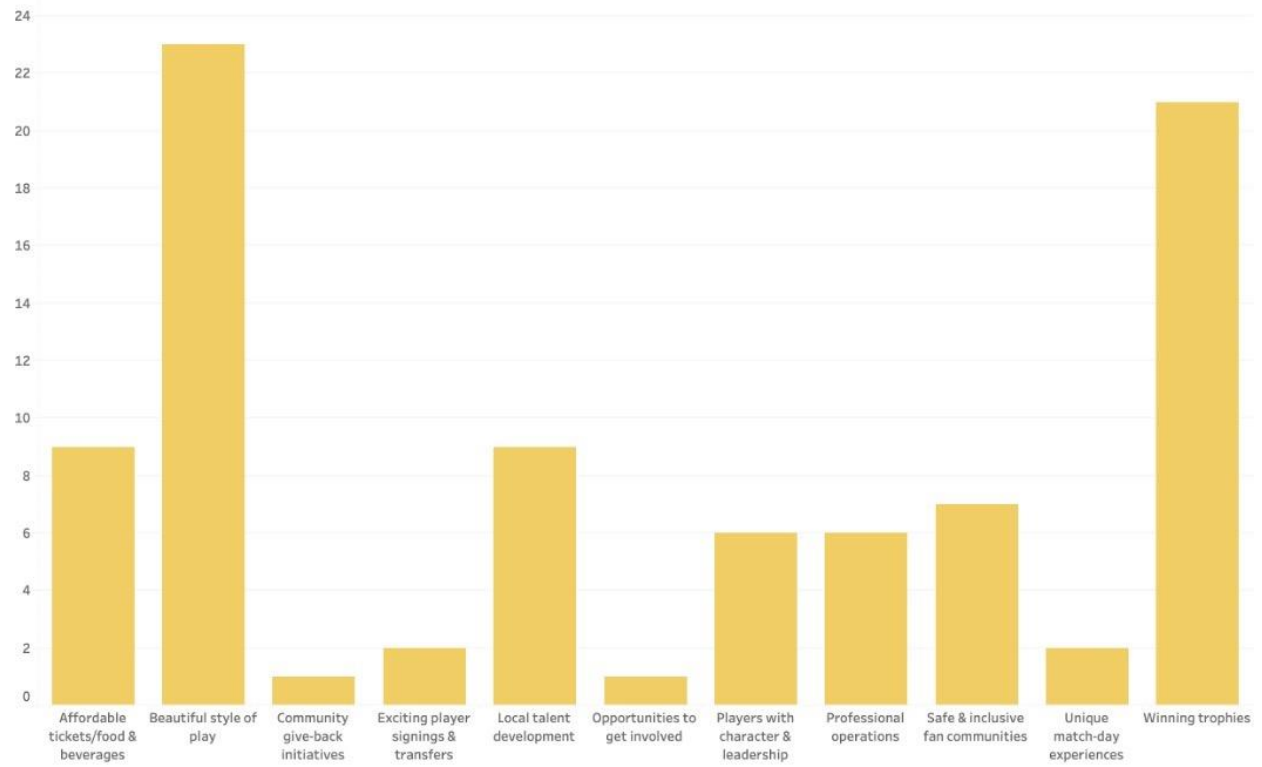
Question 5 | Which of these matters most to you in a pro sport club? (First choice)



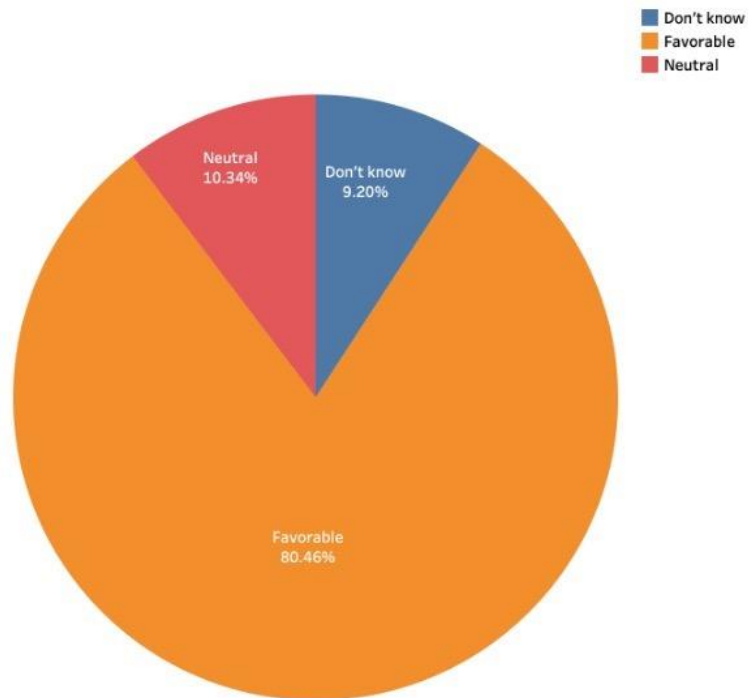
Question 5 | Which of these matters most to you in a pro sport club? (Second choice)



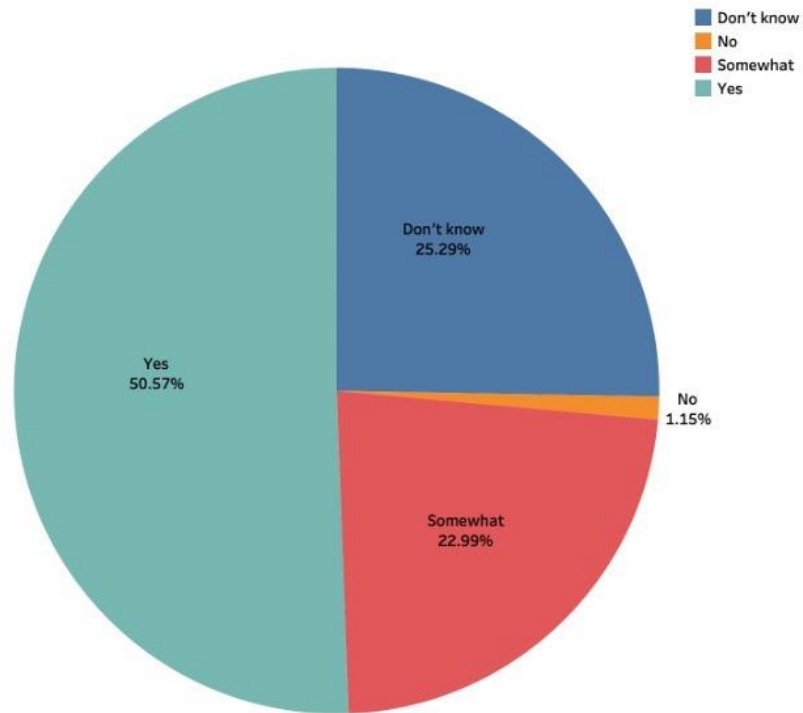
Question 5 | Which of these matters most to you in a pro sport club? (Third choice)



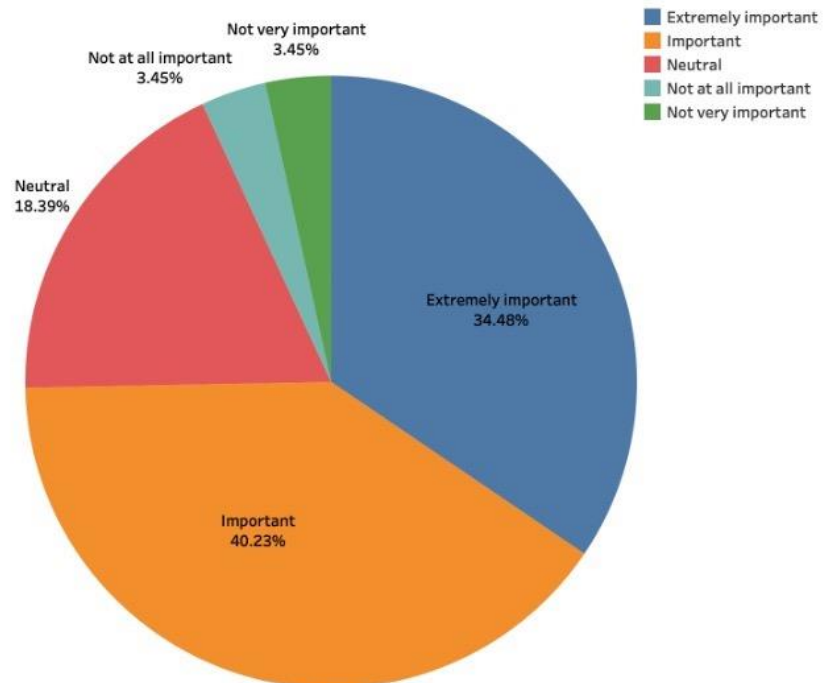
Question 6 | What is your view of Pacific FC's impact on Greater Victoria and Vancouver Island's communities?



Question 7 | Does Pacific FC have a positive influence on Greater Victoria and Vancouver Island's communities away from its games?



Question 8 | How important is it to you that Pacific FC create, promote and participate in initiatives that deliver public benefit outside of sport (i.e., create broader social impact)?



Question 9 | If you answered that it is not important to you, where should we be focusing our attention?

Responses:

- Football
- Delivering a well run operation for the fans I don't need territorial acknowledgements or rainbow fans We are all fans and these only divide us
- Soccer
- Marketing, ticket giveaways, grow fan base.
- Youth talent development in sport

Question 10 | If you answered that it is important to you, where do you see this club making the greatest impact?

Responses:

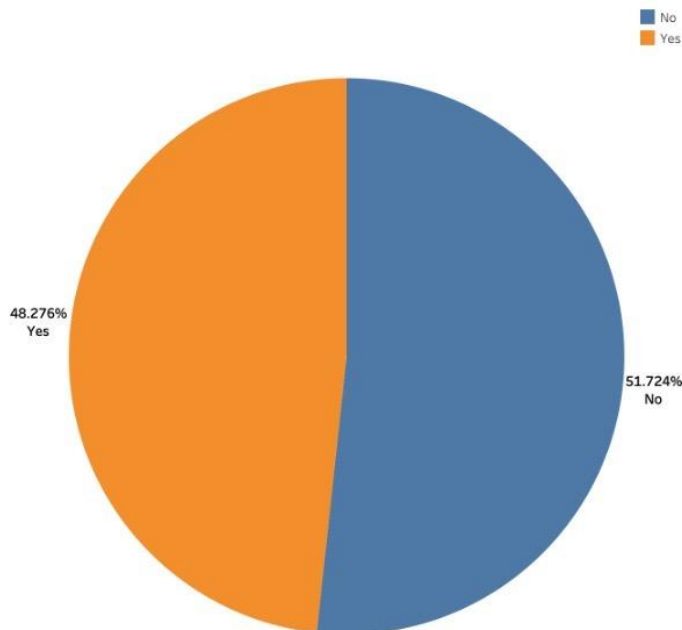
- Youth soccer
- young people
- Providing more opportunities for young soccer players to play with high level coaches without needing to pay crazy high prices.
- Helping grow local soccer starting at the grassroots level. Work to unite local soccer orgs to create a cohesive soccer community on the Island create clear pathways to Pacific FC - whether as a professional player, member of staff, volunteer, Season Member or fan.
- maintaining youth involvement in sports (organized or recreational) 2)showing community engagement ie player visits to children's hospital, primary & secondary schools 3) growing partnerships with local businesses
- Within the indigenous communities, visible minorities and immigrant communities
- Make more of an effort to create positive relationships with the local clubs.
- Youth and local community.
- On and off field development of youth
- Growing the football community on the Island and helping promote sports as a way to help the kids stay away from drugs.
- Growth in sport participation.
- Local soccer clubs, with the families and kids that make up that core component of our Island community
- Youth sports
- Indigenous community work
- More community events. I've only seen players a one community event in the past.
- Youth soccer boys and girls
- First Nations recognized
- With youth who normally would not have ability to pay for training
- Football clubs represent the highest sporting ideal in the community, and professional sport should aim to provide inspiration and infrastructure for the community to live healthy and active lifestyles. In Canada especially, we have a public health care system

where there is an intrinsic incentive to optimize personal and community health. Pacific FC can take a leading role in this regard by hosting free football activities/camps for low income/marginalized children, encouraging people of all abilities (able and disabled bodies) to be active, low cost football leagues for others, and participate in runs or bikes (Black and Gold Club at LAFC serves as a model). In turn, citizens of Vancouver Island will see the club as one that invests and enriches the overall sense of community.

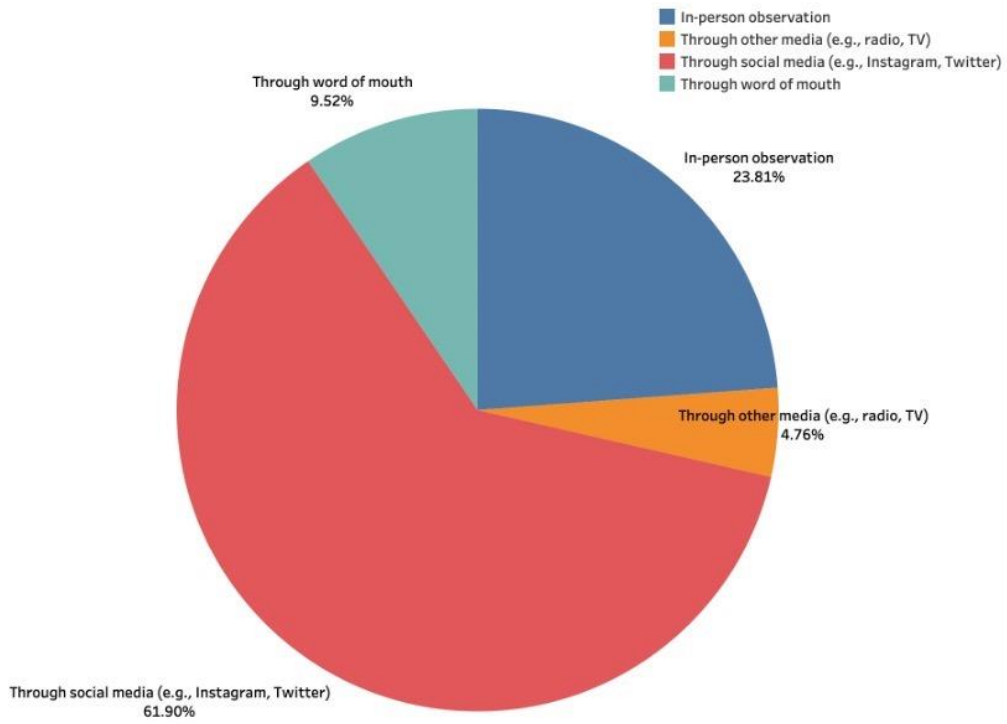
- Player interaction with youth, both at games and local schools and clubs
- Continue the amazing work with local indigenous community. Reconciliation work has made me proud to be a Pacific supporter.
- Youth soccer/football support and initiatives; school events to build the game
- Diversity and Inclusion
- Attending events and being available for the fans
- helping develop more kids soccer, develop leagues and training to help them advance to higher levels and look to the future of soccer in Canada and abroad
- diversity and inclusion, waste reduction
- using local talent and community outreach
- training youth, growing the sport nationally
- Social awareness and action for issues in Victoria (IE: fundraising/food donation drives)
- In our communities, being relevant and ensuring that our youth programming is inclusive and not prohibitive due to cost
- Put the word out about how fun Pacific FC games around Victoria. Figure out a transport system (ie. bus(es)) for ticketholders to easily get to the stadium. It will rallye people together and create cool city atmosphere. Victoria is missing a team to root for.
- sports leadership for youth, health and community events
- Involve First Nations youth
- Huge youth impact - training and inspiring youth players
- Youth sport
- Acceptance
- More focus on the "club"part-- opportunities to feel part of it, presence at community events and festivals, hosting community games. I already see a lot of effort at making the games very welcoming which is great
- Visiting local Soccer Clubs, involvement with Youth,
- First Nations, Youth involvement, Sport development
- Participating in local events.
- Promotion of juvenile sports
- Support for worthwhile organizations (minor sports) and charities (you pick, there are many)
- Partners with the clubs in player development, rather than viewing club players as a source of revenue. Have so far missed an excellent opportunity to be at the top of the pyramid and have very little connection to the broader youth soccer community.
- Youth and grassroots soccer
- Community involvement, outreach and visibility
- Youth development

- At the youth level. Keeping kids active. Specific attention to indigenous youth.
- Providing access to sport to at-risk/underprivileged youth
- I've not seen an impact, but youth sports and leadership would be a good start
- Getting involved in charitable events as well as local soccer clubs
- My English soccer team (QPR) has a fantastic community outreach, from visiting local schools, to mental health initiatives, charity fundraising, etc and have national recognition as such. They recently changed their stadium name for two years to highlight knife crime, for example. I would love PFC to have the same kind of impact.
- Promoting a sense of community among all islanders regardless of background, etc.
- With youth
- Working with First Nations communities - I like what I'm seeing so far
- Providing opportunities for kids from families with limited financial resources is very important to me as I am a member of the KidSport Nanaimo's board, which assists low-income families with sports registration fees.
- Development of youth soccer, engagement with indigenous communities
- Youth and the Indigenous community
- Education, supporting non profits, food security.
- Youth/grassroots soccer/football
- Environmental impacts related to the team (carbon offsetting, reducing cars going to the stadium, better access to games from Victoria who don't want to go to a bar for hours before the game)
- Positive influence on youth, providing role models for the younger generations
- Creating awareness for the game

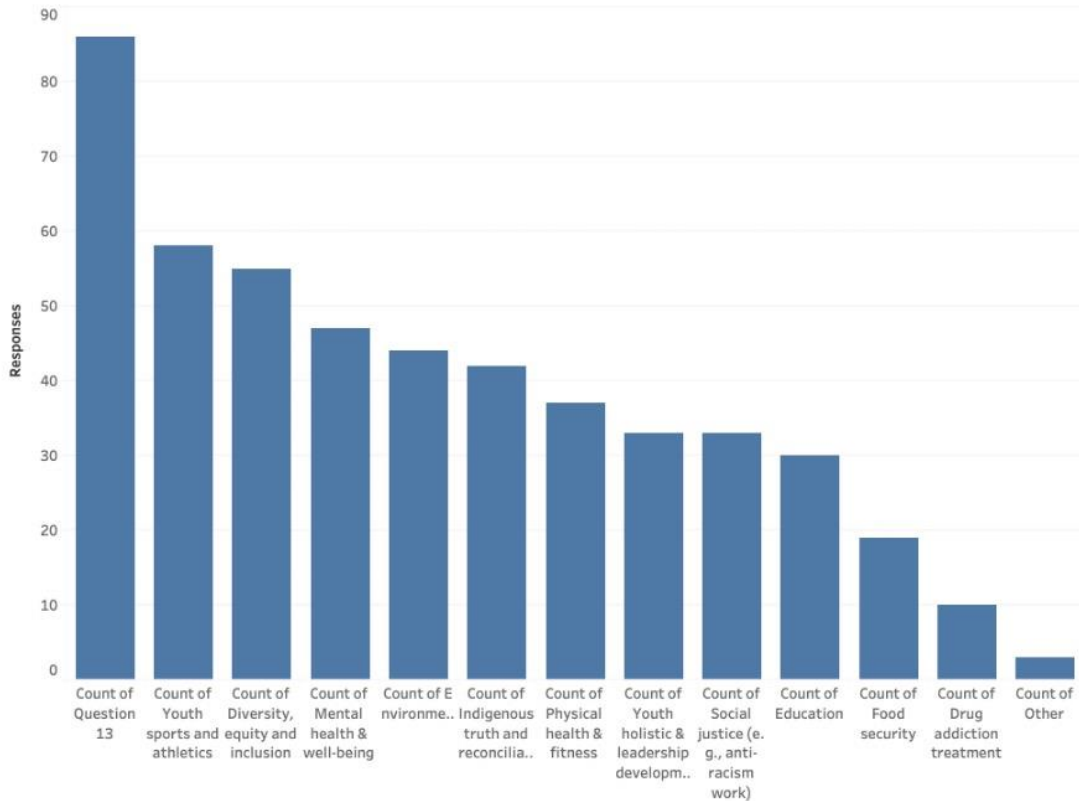
Question 11 | Have you ever noticed Pacific FC players or employees participating in community events (not including the team's games)?



Question 12 | If yes, how did you hear about the event or events?



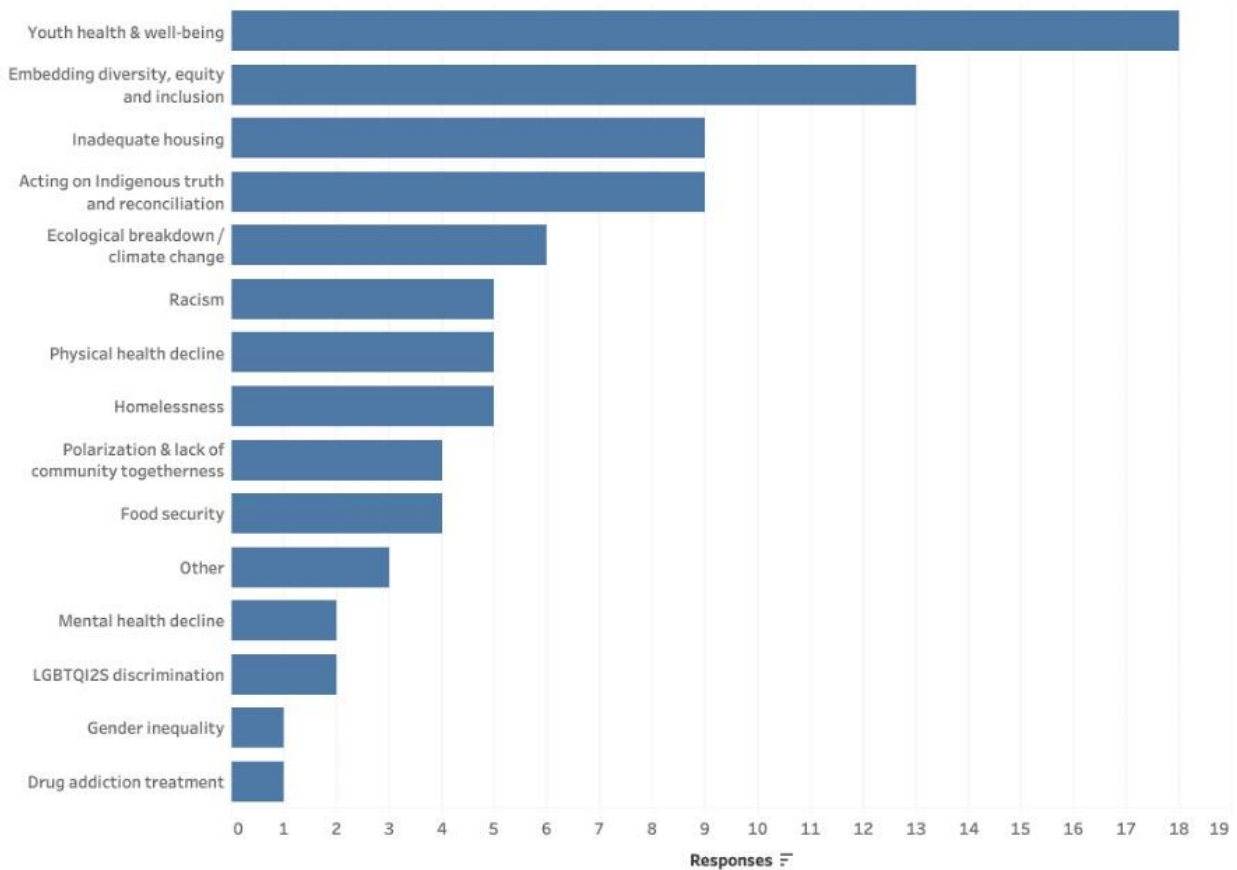
Question 13 | What matters to you? Please select up to 5 only of the following initiatives/causes in order of their importance to you personally (with 1 being most important and 5 being least important):



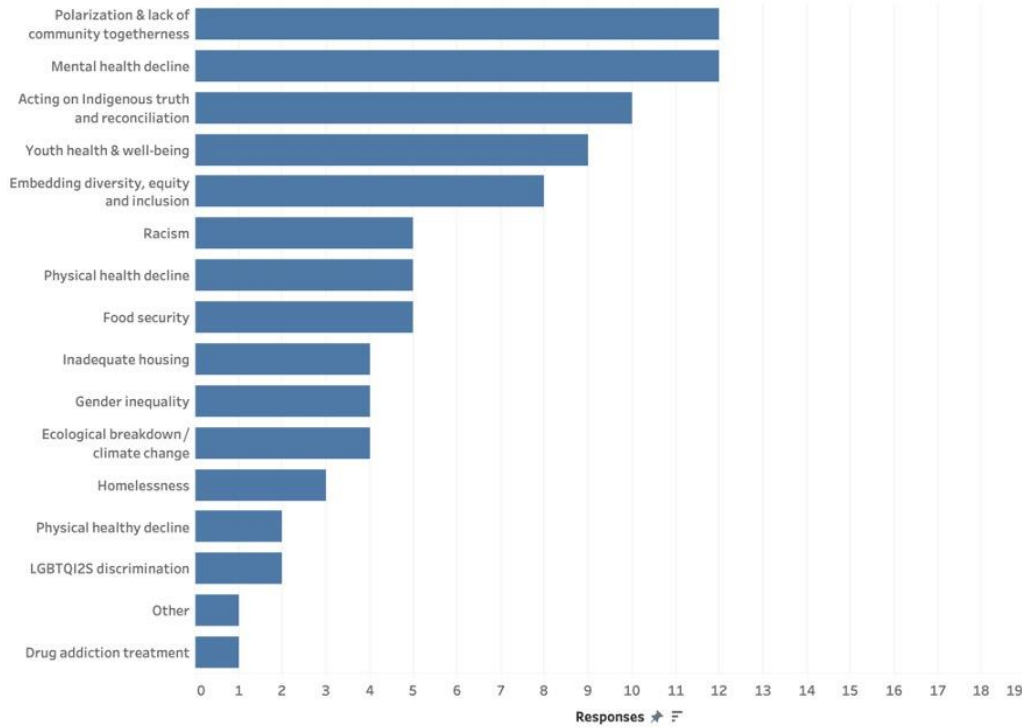
Question 13a: If you selected "other" in Question 13 above please explain what that is here:

- Recognize the PFA Canada please.
- Things that connect to the immigrant communities that have moved to Vancouver Island
- Worker's Rights/Union Organization
- Question 5 and 13 are very difficult to answer!
- Affordable housing
- Preventing violence against women and girls

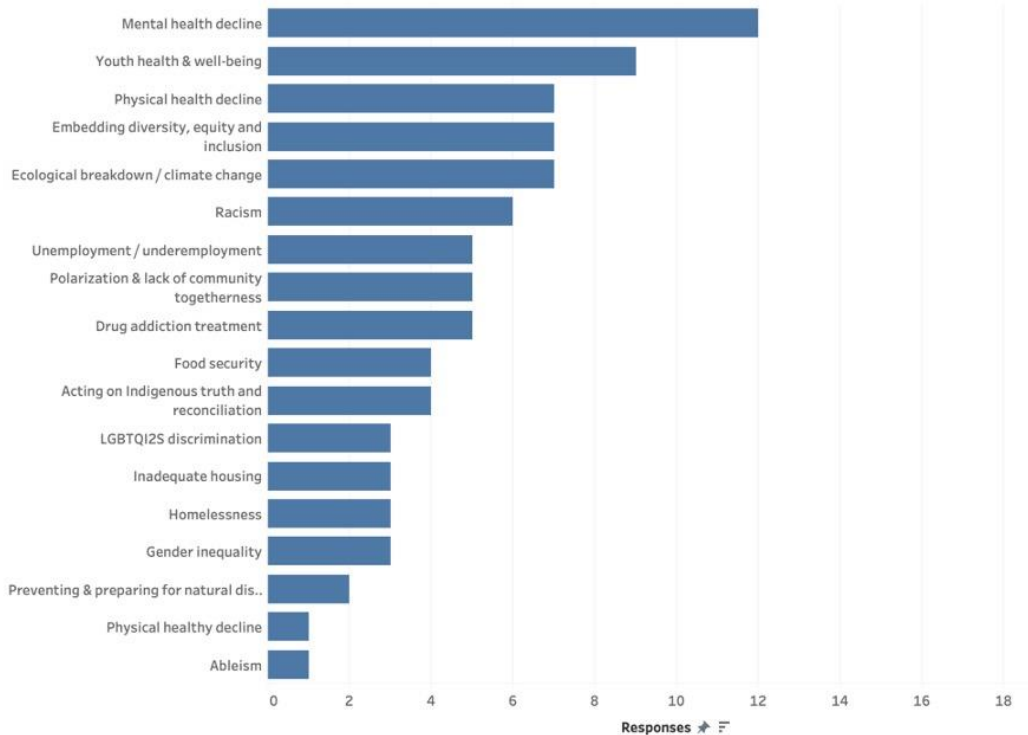
Question 14 | What should matter to our club and community? What, in your opinion, are the biggest future challenges Greater Victoria / Vancouver Island and their communities face that Pacific FC could contribute to addressing? Select 3 (No. 1 selections shown):



Question 14 | What should matter to our club and community? What, in your opinion, are the biggest future challenges Greater Victoria / Vancouver Island and their communities face that Pacific FC could contribute to addressing? Select 3 (No. 2 selections shown):



Question 14 | What should matter to our club and community? What, in your opinion, are the biggest future challenges Greater Victoria / Vancouver Island and their communities face that Pacific FC could contribute to addressing? Select 3 (No. 3 selections shown):

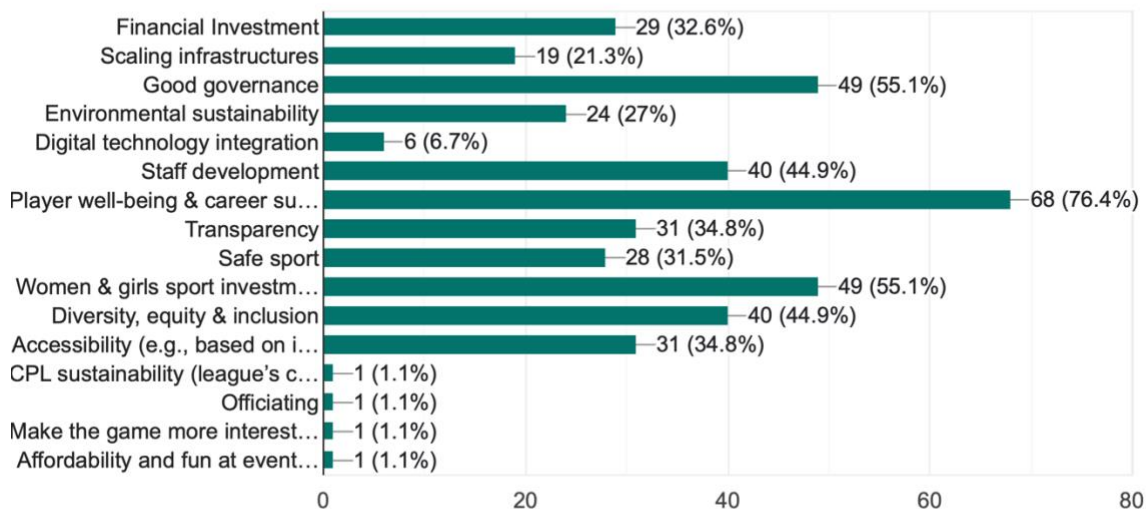


Question 14a | If you selected "other" in Question 14 above please explain what that is here:

- Financial Stability
- All the above.
- All those things are essential. They can't really ranked.
- None of the above We don't need any virtue signaling
- Youth soccer

Question 15 | What should matter to our industry? What are the most important themes the pro soccer industry must address in the coming years s...ada (select all that are most important to you)?

89 responses



Question 16 | What is one thing you want other people in your community to know about Pacific FC?

- The opportunity it provides for young Canadian footballers.
- How positive, inclusive and fun the game day experience is. First-time fans always remark at how surprised they are with how good the experience is but getting them to attend a match for the first time is a challenge. How does Pacific FC tap into these members of the community, in particular those who would consider themselves a soccer fans or who are already engaged to some degree with the local soccer community, and get them to come out to that first PFC game?
- N/A
- There is still a low understanding of the Canadian Premier League and that there is a professional soccer team on Vancouver Island.
- That it is a club that positively represents every member of the community in a progressive way that showcases what the current and future of Canada as a country is

- If this club is not supported, it will not last, and we most likely will never have a pro soccer club again on the island.
- That we are a local club that cares about improving the wellbeing of our community in a variety of levels.
- How good the team can be on and off the field
- That we are a great club with great people that supports great causes and presents a great spectacle.
- That it is a club that has and can have further positive impact on Vancouver island.
- The real Commitment to success
- Pacific FC has a friendly family environment at games.
- That it exists. 4 years on and I'm still telling people that the CPL is a thing. Everyone on the Island should know we have a pro sports team and should be proud of it.
- That it exists, is accessible, and a good time. It is worth seeing and becoming a fan of. It feels like most of Vic still doesn't know of the club, it is growing though
- Great accessibility to staff
- Great experience
- Diversity in soccer
- That they are a community driven team. And the product on the field is exciting to watch
- IT's presence in the community. More presence in local media.
- Lots of investment into the community already
- That they want to elevate local players.
- The club has a chance to be more than a professional sports team, and one that has a great potential purpose in community building. It appears through this survey that it values the voice of the supporter, is an agent to help enhance the community's health, mind and spirit and is an inclusive space for all.
- How supporting the team can help develop soccer across the country
- Fantastic community organization. Exciting soccer, fun atmosphere, come on out!
- I don't know. I know nothing about Pacific FC
- That this is great soccer!
- Pacific FC can embody the values of Vancouver Island.
- The Islands ONLY professional and championship winning team. An excellent development League building Canada's future footballers!
- Seeing it live is a great experience at a reasonable price.
- The manager is amazing.
- its a great venue and sport for families and friends to enjoy that promotes fitness, equality, and shows anyone can do it
- It is fun for families
- about their values and commitments to players and community
- We have a pro team in Victoria!
- It's an important part of our community
- Positive impact on sport and community
- They give their all every game
- Good soccer

- I don't know enough to answer.
- That it exists I guess?
- That Canada has a high quality league that is accessible financially for fan support
- I don't know much about then so I'm not sure
- Ideally, their team prospects alongside their ties to the community
- No idea.
- How the players are contributing to the community in which they play.
- Going to games is so fun
- We enjoy the crowd atmosphere and the exciting play
- Not sure. I don't know much myself. I would like to know the schedule and pricing
- The players are great- willing to take time to engage with fans and also support the community
- When the games are
- They exist
- The product that is displayed on the field is very high quality and professional.
- Great atmosphere
- fun
- Successful all Canadian League
- It's local, there is lots of passion, and they promote inclusiveness
- How hard the players work for the team
- That the team is financially sound.
- Football fans in Canada have been captivated by the national teams run to the World Cup, the CPL has the potential to develop young Canadian players to ensure that our participation is not a once every 36 year event. The caliber of play is very good as witnessed by the trouble CPL teams have given the MLS teams in the Canadian Championship.
- Good on field product and game day experience
- The region has a pro soccer team
- Keeping it in Langford
- Their role in youth development through Wave and Trident programs
- It's great soccer, hyper local and affordable
- The club does a great job of making the experience about the fans. The fans need to step up and make the experience a out the players.
- Positive contributor to the community
- They exist and have a great game day experience. More radio/TV marketing required
- Family fun events
- Support for youth.
- Good entertainment
- The fan experience is like no other venue on the island!
- They are raising leaders with good morals
- Great family experience
- They are an amazing team to watch, very entertaining, and have the capacity to do good in the local community.

- Pacific FC is the future of Canadian soccer.
- Great game day experience
- That the the team and the league exist. Lots of soccer fans remain unaware of PFC or the CPL.
- Positive community influence
- A very welcoming and fun atmosphere
- Who you are and what you do!
- PFC is more than a soccer club, it's a community asset - the relationship between PFC and the community needs to be nurtured.
- This is a club committed to team, player and community growth
- They work with indigenous communities on reconciliation
- The fan experience is tremendous on game days!
- A club that cares and a safe space for all fans
- Pacific FC is dedicated to holistic development and well being of it's players and staff.
- 2021 champs

Question 17 | If you wish to offer any additional opinions or suggestions, please type your comments here:

- The most important step for Pacific FC in the coming years is gaining a strong understanding of 1: who the current fans are and 2: who the Islander who isn't a fan yet and being to better cater the branding, identity and experience to these members of the community.
- If the club could establish programs that lead to player and coach development of indigenous players and coaches that lead to their stronger representation at Pacific FC
- League must work towards an agreement with PFACAN and remain viable. It is possible to do both and teams should push for it in public and private.
- More press interviews prior to games and regarding contract length and injury status
- More opportunities for player development up island
- Would love if Pacific FC looks at some of the videos Copa90 has produced about supporter/fan culture from around the world, particularly those in Germany where the club logos are prominent throughout the communities they play in, where the population gets behind a philosophy and sporting ideal, and where there is opportunity to contribute to more than just the football. I feel the club has elements of that, and would love to see more!
- Please push to get a World Cup level grass pitch for Stralight. It is the final phase that will make it the best soccer specific stadium in Canada.
- I very much appreciate working with PFC as a Lakeside Buoy supporter. It is a fantastic organization and I feel very good about our joint work promoting and supporting the team.
- Move to Royal Athletic Park or Rock Bay Field - to be built. ;)
- The seats are horrible
- Pacific neds to do more to support women's soccer development, it is too focused on their men's program and short changes the women's development program
- I am not a sports fan but I like the idea of the team in the neighbourhood.

- Be louder in community - posters, merch sales
- Please push for better transit to the stadium as well as better bike parking. The bike valet at one game last year was great!
- wish the fan club's song sheets were easier to find! QR codes are great for that
- Quality of Food needs to be improved, Any updates on Seating for North Side of Field?
- Please continue to work on more food options. The food trucks are a great idea, but often it's the same truck week after week. Bring in more healthy options.
- Please ask the DJ who plays at the home games to mix up his selections; he plays i) the same songs and ii) the same genre of songs at every home game.
- You can help us most by running a good soccer club. Don't go down the rabbit hole of putting a priority on woke nonsense. Don't try to be social engineers.
- Change up the music and in game experience from time to time. More energy into exciting the fans.
- More visibility in the greater Victoria area. I think would create more interest.
- Please make the screen larger for replays and some of your kids clothing should have Stewie as the focus, we would definitely buy a few shirts/sweaters with Stewie on the front. Thank you!
- Please put a bus(es) on at either ferry terminal for the VFC vs PFC derby next year. Charge away fans a nominal fee (\$10?) on their ticket to ride to and from the match. Have the matches in the afternoon so we can catch the ferry home. Myself and a friend will definitely use this service. Also ensure all away fans sit together where possible. Thanks
- I'm in Qualicum. I drive down for the occasional game. I've mentioned PFC several times to passionate soccer fans and they were not aware of PFC or the CPL.
- More watch parties and activities, better merchandise for females that fit properly and softer material for t-shirts, a bus from Victoria
- I've never played a sport, but I know what a difference it makes in kids' lives. I wish Pacific FC every success!
- Please ask yourself this question: If I can always get a ticket on match day, what is the benefit of being a seasons ticket holder.
- First season as ticket holder, was very happy with experience and flexibility of ticket package.
- Get more young socially conscious people from Victoria involved. The fan base is too suburban casual. The team deserves bigger crowds and you need to capture the 18-30 demographic and have fans tied to the club at a younger age.
- This is a tough questionnaire - I'm interested to see the results.
- Pfc main goal should be to built a great team, to perform well and excite the fans. Without a good team on the pitch, pfc will never be able to achieve other social goals.