



Coquitlam Metro-Ford Soccer Club

Annual Report 2022

Soccer for life!

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President's Message - 2023

Our Annual Meeting is a time for personal and organizational reflection, recognition, gratitude, and engagement. At this time last year, we gathered to celebrate the release of our new strategic plan and the successful navigation of the challenges associated with the pandemic. The strategic plan highlighted an updated vision and mission; new values, and principles; as well as three strategic pillars – **Community | Club | Development**.



Key themes or principles emerged from our 2020-21 collaboration with FSQ Consulting and Planned Transitions; supported by foundational insights from our 2015 plan and Capitas Consulting:

1. Key stakeholders (City & School District) and taxpayer support (facilities) is foundational enabler of community sport.
2. Volunteers are the essential ingredient in delivering cost effective, purpose-driven, grassroots, community programs.
3. Knowledgeable, professional, and passionate staff, supporting volunteers, enable quality, fun and engaging experiences for families.
4. Participatory and performance-based programs are better together.
5. Positive experiences, physical activity, inclusion and community enable the achievement of personal brilliance – sport is simply the vehicle.

Nearly 40 years ago, it started with a small group of passionate soccer people, an anchor sponsor and one team with a desire to progress the game, innovate and lead. The original male select club merged with a dual gender community club in 2007 to deliver both recreational and performance programs from toddlers to adults.

Our membership in 2006/07, when I joined the club as VP, Girls, was less than 2,500 and our revenues were less than \$1 million! Today we serve **10% of all youths in the Tri Cities**, are approaching **4,500 members** and approximately \$2.75 million in revenue.

The evolution of sport, like society, has been significant and best illustrated by two quotes from highly regarded coach education leaders:

“Looking to the future: Ensure that your coaching system promotes long-term engagement and personal development, rather than early specialization and results-driven focus. In short, prioritize long-term engagement & personal development over early specialization & results. Implement transformational leadership behaviors, observe your coaching effectiveness, stay up-to-date with research, foster a positive team culture, communicate with athletes.”

Tom Hartley, Coaching Lead, UK Coaching | Technical Director, Swindon Town WFC

“Player development is about teaching players what to expect and what’s expected of them technically, tactically, physically and mentally. To do this effectively developers need to promote elite and high-performance behaviours. To sustain this over time the players must develop their character.

This character rises out of what we all care about, our purpose, the standards we set ourselves, our sacrifice, commitment to the cause and the tough decisions we have to make under pressure. It is however primarily defined by the contribution we make and the leadership we show each other.”

John Allpress, Former English FA National Player Development Coach

Sport is unique in its ability to present environments, experiences, and connections to support an individual’s ability to develop the character, the skills and the experience to be their best self – what we refer to as their “pathway to personal brilliance”.

It is why we ascribe to **“As Many as Possible for as Long as Possible (in the best Environment Possible)”**, which was first published in the Journal of Sports Sciences on December 4, 2017.

The club coined a shorter version (should have trademarked it) – **Soccer for Life!** Some may recall Bill Shankley’s (Liverpool Manager) version – Soccer IS Life, which may also speak to how sport has evolved.

The Balanced Scorecard is a management tool that helps organizations to define and measure their overall performance across multiple dimensions, such as financial, customer, internal processes, and learning and growth. It provides a balanced view of an organization's performance by considering both financial and non-financial measures and helps align business strategies with operational activities.

Essentially, it's a framework for keeping track of how well a business is doing in all areas of its operations. The club has adapted the dimensions to fit with a community sport organization and mapped them against our strategic pillars:

Strategic Pillar: Club

- Ensure continued success for the Club through good governance, standards-based policies and best practices.
- Instill Club values and desired behaviours into all aspects of operations.
- Create a trusted and valued relationship between the Club and its members.
- Secure the Club's future through financial reserves, facility access and succession planning.
- Reflect the diversity of our community in our membership.

The slide includes a photograph of children playing soccer on a field, with a small club crest logo in the bottom right corner.

Continue to lead by example and seek out best practices both operationally and financially, while grounding ourselves in values and reflecting the diversity of our community

Members/Services

- Membership - 4,486 members (1% growth year-over-year)
- Member Satisfaction (NPS) – 78% (up 5% YoY, 70% is “world class”)
- Player Retention – 76% (up 1%) | Player Attraction – 28% (up 9%) | Churn – 24% (down 1)

Financial

- Financial Accessibility - \$2.81 - \$8.94/hour | \$30,963 fee support | \$26,782 grant to KidSport
- Operational Reserve - \$900,000 (80% up YoY)
- Evergreen Fund | Capital Improvement Fund | Scholarship Fund - \$1.223 million
- Full-time/Part-Time Staff (excluding hourly) – 26% of revenue

Strategic Pillar: Development

- Providing players with a fun, engaging and social development experience.
- Extend the capabilities of coaches to develop both player and PERSON.
- Ensure referees are respected, valued, and honoured by all.
- Engage families as true partners in the development journey.

Extend our development focus to include not just the player, official and coach, but also the person, and engaging families in the development process.

Learning & Growth

- Coach Education – 176 Coaches | 954 Hours | \$11,000
- Coach Licenses – National A/B – 15 (+2) | Youth/Child 10 (+8) | National C - 4
- Junior Coach Development – 47 Youth Mentees | 40 Adult Mentors
- Match Official Development – 194 Officials | 86 New | 21 Adult Mentors
- Match Official Progression – BCSPL – 73 | BC Soccer – 5 | Post-Secondary - 16
- Family Development – 282 Sideline Project | 90 in 2 Club Seminars
- Player Progression – MLS/REX - 18 | Post-Secondary - 13 | CPL - 2
- Diversity/Equity/Inclusion – Women Only - 62 | Adaptive Soccer - 30 | Girls Kick Free - 83

Strategic Pillar: Community

- Develop empathy, understanding and inclusiveness by presenting opportunities to give back to the community.
- Advocate and partner to develop community sport and recreation facilities.
- Ensure everyONE has a place to play, develop and aspire.
- Engage community stakeholders, suppliers and local businesses to create an inclusive, active, healthy, and safe community.

Greater external awareness and reflection will drive inclusion, engagement and investment in our communities.

Internal Processes

Community-focused/Local (membership) – Coquitlam – 69% | Tri-Cities – 91%
 Volunteer Contribution – 1,000 volunteers | 325 Teams | 98,484 Hrs | \$2.3M (Estimated)
 Economic Development – Employees – 120 (+10) | Contractors – 194 (+36) | \$1.25M Payroll (+9%)
 Social Causes – Kidsport | Kick for a Cure | Moresports | Share
 Board Diversity (Community’s Profile) – Women – 13% (-38%) | Visible Minority – 25% (-24%)
 Employee Satisfaction - 4.39/5.00 (+.07) | 74th Percentile (up 6)

On a personal note, being part of the Coquitlam Metro-Ford team continues to present tangible and measurable opportunities to make a real difference in the lives of countless community members. It is an honour to serve the club and support the work of such capable, caring, dedicated, and passionate people.

Our Board is strategic and passionate. They support and enable our professional staff team, who demonstrate day in and day out, their dedication and commitment to encourage and support volunteerism. This community ecosystem enables the power of sport to provide invaluable life lessons in building character and the pursuit of individual brilliance.

Heartfelt thanks to my fellow board members and club staff for putting up with me for so long. To the countless volunteers, thank you! Your contributions continue to leave me in awe. To our

community partners at the City, School District, Province and in the business community – we could not do this without you! Thank you!

Despite what you hear and read, the future is bright, especially at a local level where we can all have an immediate and measurable impact!

Thank you!

COQUITLAM METRO-FORD SOCCER CLUB

Scorecard 2022

The CMFSC Annual Scorecard in evaluation of the club's performance and progress over the year, providing a comprehensive snapshot of our achievements, highlighting key metrics and indicators that align with its objectives. By monitoring progress through the scorecard, we can ensure that our actions and decisions remain aligned with our strategic objectives to fulfill our long-term vision.

We are grateful for our partnership with the Province of BC, City of Coquitlam, SD #43 as well as our major sponsors Metro Motors and Soccer Express, that allow us all to grow and develop as a community.

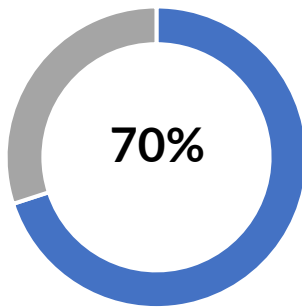


Members/Services - Club



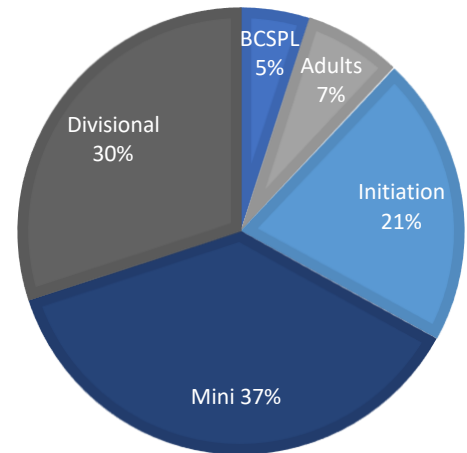
Delivering value and quality, while engaging members to improve experiences across the community.

MEMBER SATISFACTION SURVEY



NET Promoter Score
Change of **-3%**
>70% is World Class

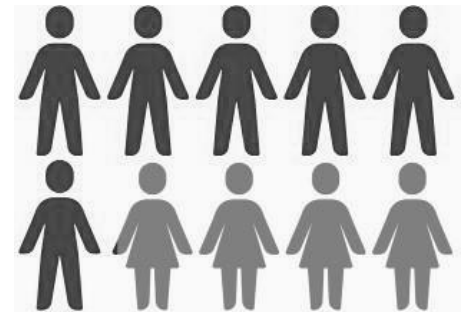
4,615 MEMBERS (+3.6%)



RETENTION/ATTRACTION 2022-23 SEASON

	RETENTION	ATTRACTION
PLAYERS	76% (+1%)	38% (+19%)
MATCH OFFICIALS	80% (+29%)	38% (+15%)
COACHES/MANAGERS	64% (+10%)	30% (+5%)

FEMALE PARTICIPATION (38% of POPULATION)



1,811 Female Players (39%)
116 Female Coaches (18%)
177 Female Managers (75%)
53 Female Officials



of all Tri-Cities Youth (5-19)
4,297 / 41,255

Financial - Club



Creating a solid financial foundation using proven business principles to deliver high value, quality programs, while reducing barriers to accessibility and inclusion.



INCLUSION

- \$1,542 Members' Donation to KidSport (-34% YoY)
- \$26,782 KidSport Grants (+16% YoY)
- \$26,782 Club Donation to KidSport (+16% YoY)
- \$4,181 Registration Subsidies (-31% YoY)



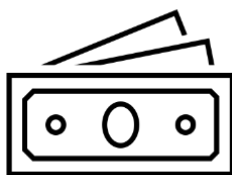
STAFFING

- 3 FT Staff > \$75K salary (33% women)
- 6 FT Staff < \$500K (50% women)
- Wages – 28% of Revenue (*excl. hourly)



\$500K Evergreen Fund

\$233K – Coquitlam Foundation Scholarships (-7% YoY)



Team Program Cost/Hour: \$2.81 - \$8.94

- U4 – U7 Comparatives (\$8.06):
- Pks & Rec Soccer: \$6.65 - \$16.00
- Private Soccer: \$22.29 - \$33.25



Revenue/Assets

- \$2.7M (1.4% YoY)
- \$0.9M Op Reserve (80% YoY)
- \$0.5M Capital Reserve (-50%)

Learning/Growth - Development



Constantly investing in human potential to build confident and competent community members, while ensuring volunteers are strongly supported by professional staff to deliver best value to the community.



Staff Coach Certification

- National A/B - 15 (+2)
- Youth/Child - 9 (+1)
- C License - 6



Junior Coach Leadership Program

- 47 Mentees (-19%)
- 30 Mentors



Families Supporting Athlete Development

- 282 Sideline Project
- 90 CMF Family Seminar



159 Volunteer Coaches | 954 Hours | \$11,000 Education



Player Progression

- 18 WC/REX
- 15 post-Secondary ('21-'22)
- 0 MLS / 3 CPL currently



Match Official Program

- 227 Participants (+49)
- 53 Female (+17)
- 86 New (+23)/ 21 Mentors (+2) (4 Female -1)
- 73 PL (+18) / 5 BCSA (+4) / 16 Post-Secondary (+4)



Diversity, Equity, Inclusion

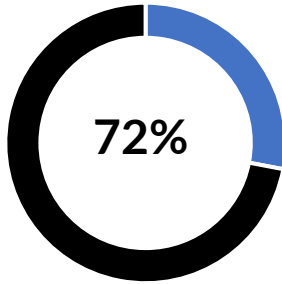
- Women Only Academy - 92 participants (+88%)
- Adaptive Soccer - 30 participants (+1%)

Internal Processes - Community

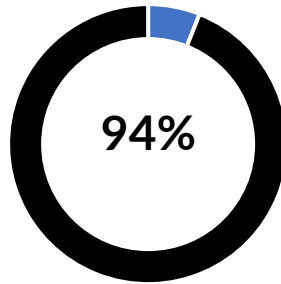


Focused on development in 'our own backyard', delivering value to taxpayers and giving back through social causes and local charities.

Development - Community

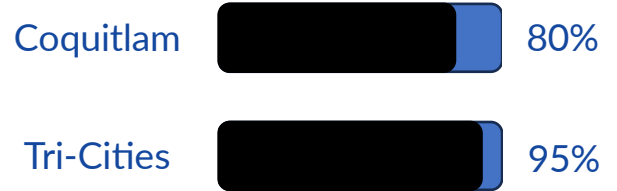


Coquitlam (+3%)



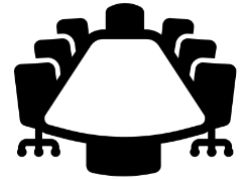
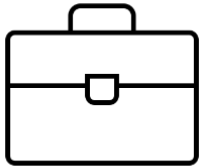
Tri-Cities (+3%)

BCSPL Intakes (avg since 2014)



Field Time

- 13,633 Hours - Turf
- 4,368 Hours - Grass
- 260 Hours - Gravel (Unique to Coq.)
- 298 Hours - Gymnasium



Employment/Job Creation

- 121 Employees / 211 Contractors
- \$1.276M Payroll
- Youth / 1st Job Focus

Employee Satisfaction

4.39/5.00
74th Percentile

Board Diversity

- Women - 13%
 - (Community - 51%)
- Visible Minority - 25%
 - (Community - 49%)



1,042 Volunteers (325 Teams)
110,660 Hours = \$2.392M Value
636 Coaches, 18% Female (+3%)



Social Causes

