



Coquitlam Metro-Ford Soccer Club

Annual Report 2021

Soccer for life!

TABLE OF CONTENTS

President's Message	3
Strategic Positioning: Vision, Mission, and Values	5
Strategic Pillars: Community, Club, and Development	6
Scorecard	9
» Member/Service	
» Financial	
» Learning/Growth	
» Internal Processes	



President's Message

We are thrilled and thankful for the creativity, passion and engagement of our staff and volunteers who have persevered through the pandemic and truly appreciative of the support, you our members, have shown through record participation numbers.

Reflecting on the past two years, dominated by the challenges presented by COVID and preceded by the steady decline in youth sport participation throughout North America, has provided an opportunity for organizational self-evaluation, environmental analysis, and renewed focus on our pursuit of community sports excellence.

CMFSC, has engaged, and will continue to engage, new resources to help shape our future as a Club and to provide organizational learnings and identified growth opportunities.

The club's strategic planning processes were initially established by past president Gayle Statton (currently President, BC Soccer). Our approach and process were enhanced by Capitus Consulting during the creation of the 2015 - 2020 Strategic Plan.

During the pandemic, the club embarked on the process to begin delivering against the Tenets of a Quality Sport Program, supported by Planned Transitions and FSQ Consulting and their Quality Sport Operating System.



Our work with Planned Transitions focused on reviewing our 2015-2020 strategic plan, refining our Vision, Mission and Values, as well as developing a new, living strategic plan for 2022 and beyond. This new plan will drive a detailed operational plan, and both will be reviewed and adapted as needed and appropriate ("living"), to guide the work of the club in creating a positive culture across all levels of play.

We highlighted some **key themes** through our learning:

- Without communities (specifically facility access), sport would not be possible.
- Volunteers are essential ingredient in delivering cost effective, purpose-driven, community programs.
- Knowledgeable, professional, and passionate staff, supporting volunteers can deliver a quality, fun and engaging experience for families.
- Participatory and performance-based programs are better together.
- Our efforts must continue to evolve to focus on positive experiences, physical activity, inclusion, community, and personal brilliance.

Operationally, our new Strategic Plan will come to life through our Operational Plan, tracked in Monday.com, updated by staff and reviewed by the Board monthly. The plans will evolve and enhanced on ongoing basis as living documents and databases of activities, programs, and resource allocations.

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.

Today, Coquitlam Metro-Ford Soccer Club (CMFSC) is one of the province's largest and most successful community sports organizations – supported by a core staff team of 10 professionals and almost 1,000 volunteers, serving over 4,000 youth and adult players.

“Soccer for Life!” has long been our trademark and we strive to create a virtuous cycle that sees children grow through the game and convert their positive experiences to commit to giving back, in recognition of what they have received and their desire to pay it forward as a player, coach, match official, administrator, fan and/or parent.

We believe in the power of soccer and team sports plays in providing life lessons and building character supportive of successful and productive futures.

We hope you are as excited for the future as we are. Thank you!



Strategic Positioning

Mission

Creating experiences, through soccer, that inspire a lifelong passion for physical activity and a pathway to personal brilliance.

Vision

We believe in the power of sport to create an active, healthy and inclusive community.

Values



Leadership

Modelling the way



Respect

One community with everyONE



Fun

We love the game and it shows!



Wellness

Social, emotional and physical wellbeing above all else



Excellence

Going above and beyond



Strategic Pillar: Community

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

- 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.
- Free Neighbourhood-based programs
- New partnerships - SHARE & MoreSports
- Renewed alignment with City & SD



Strategic Pillar: Club

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.

- Ensure continued success for the Club through good governance, standards-based policies and best practices.
- Instil 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.
- Establish charitable endowment fund
- Indoor Facility Business Case
- New Multi-cultural outreach programs



Strategic Pillar: Development

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

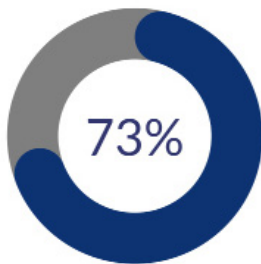
- Providing players with a fun, engaging and social development experience.
- Extend the capabilities of coaches to develop both player and PERSON.
- Ensure referees are respected, valued, and honoured by all.
- Engage families as true partners in the development journey.
- New – Director, Development
- New – Family Development
- New – Personal Development
- Employee Handbook – Way Things Work
- Employee Evaluation (Bi-annual)



Member/Service - Club

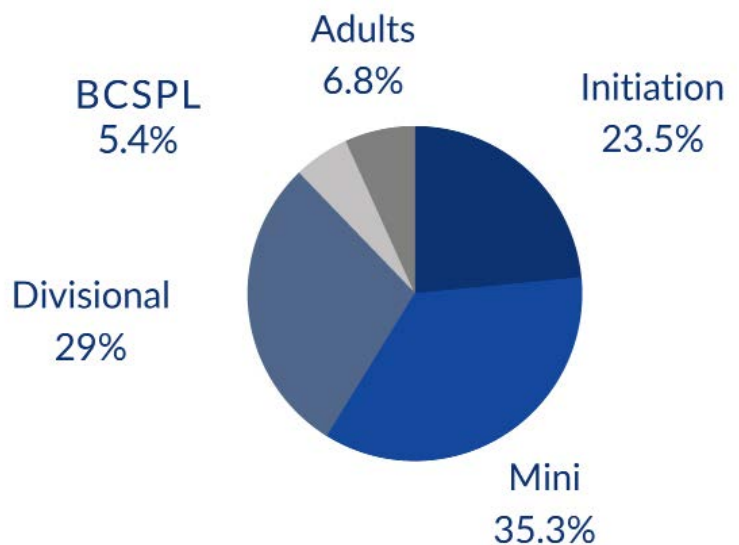
Delivering value and quality, while engaging members and ensuring equity, diversity and inclusion.

4454 Members (+13% vs 2019)



Net Promoter Score

- >70% world class
- Development measures required, approx. 1K responses.



Retention / Attraction (2018-19)

	Retention	Attraction
Players	75%	19%
Match Officials	51%	23%
Coaches/Managers	54%	25%



1754 Female Players (39%)
36 Match Officials (20%)



of all Tri-City Youth

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

- \$23,082 - Kidsport grants
- \$6,743 - Registration subsidies

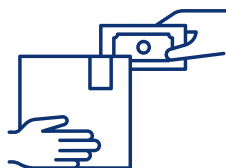


Staffing

- 3 Full-time Staff > \$75K (33% Female)
- Full-time < \$450K (6-50% Female)
- Wages - 31% of Rev (excluding hourly)



\$233K - Scholarship Funds (06/21)



Program Cost/Hour: \$2.81 - \$15.83

Compared to:

- Movie Ticket: \$9.24 - \$12.80
- City P&R Soccer: \$6.15 - \$21.74



Revenue/Assets

- \$2.7M (+16% vs '19)
- \$0.5M Operating Reserve
- \$1.0M Capital Reserve

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 for the community.



Staff Coach Certification

- National (A/B) - 13
- Youth/Child - 8
- C - 4
- Grassroots - 3



Junior Coach Leadership Program

- 68 ('20) / 58 ('21) Mentees
- 30 Mentors

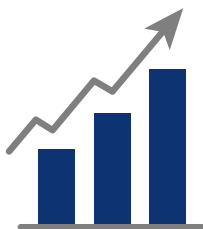


Family Supporting Athlete Development

- 235 - Sideline Project
- 168 - A Better Way



66 Volunteer Coaches / 338 Hrs / \$47,548 Education



Player Progression

- 14 Whitecaps/REX (Currently)
- 21 Post-Secondary
- 2 MLS / 1 CPL (Currently)



Diversity, Equity, Inclusion

- Women Only - 26 (2019)
- Adaptive Soccer - 29
- Girls Free Kick - 177



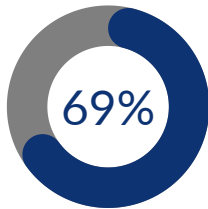
Match Official Program

- 178 Participants
- 63 New / 19 Mentors (5 Female)
- 55 PL / 1 BCSA / 12 Post-Secondary

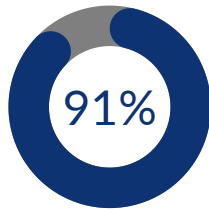
Internal Processes - Community

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

Development - Community



Coquitlam



Tri-Cities

BCSPL Intake

Coquitlam 80%

Tri-Cities 95%



Employment/Job Creation

- 110 Employees / 158 Contractors
- \$1.139M payroll
- Youth / 1st Job Focus



Field Time

- 12,474 Hrs - Turf
- 4,368 Hrs - Grass
- 52 Hrs - Gravel (Unique in Coq.)



Employee Satisfaction

- 4.32/5.00 (68th Percentile)



Board/Chair Evaluation

- 3.9/5.0 & 4.5/5.0



918 Volunteers (293 Teams)

- 97,496 Hrs = \$2.108M Value
- 628 Coaches, 15% Female

Social Causes

