



**Background to the Development of Coquitlam Metro-Ford Soccer Club's Strategic Plan (2016-2020)**

## What Is A Strategic Plan?

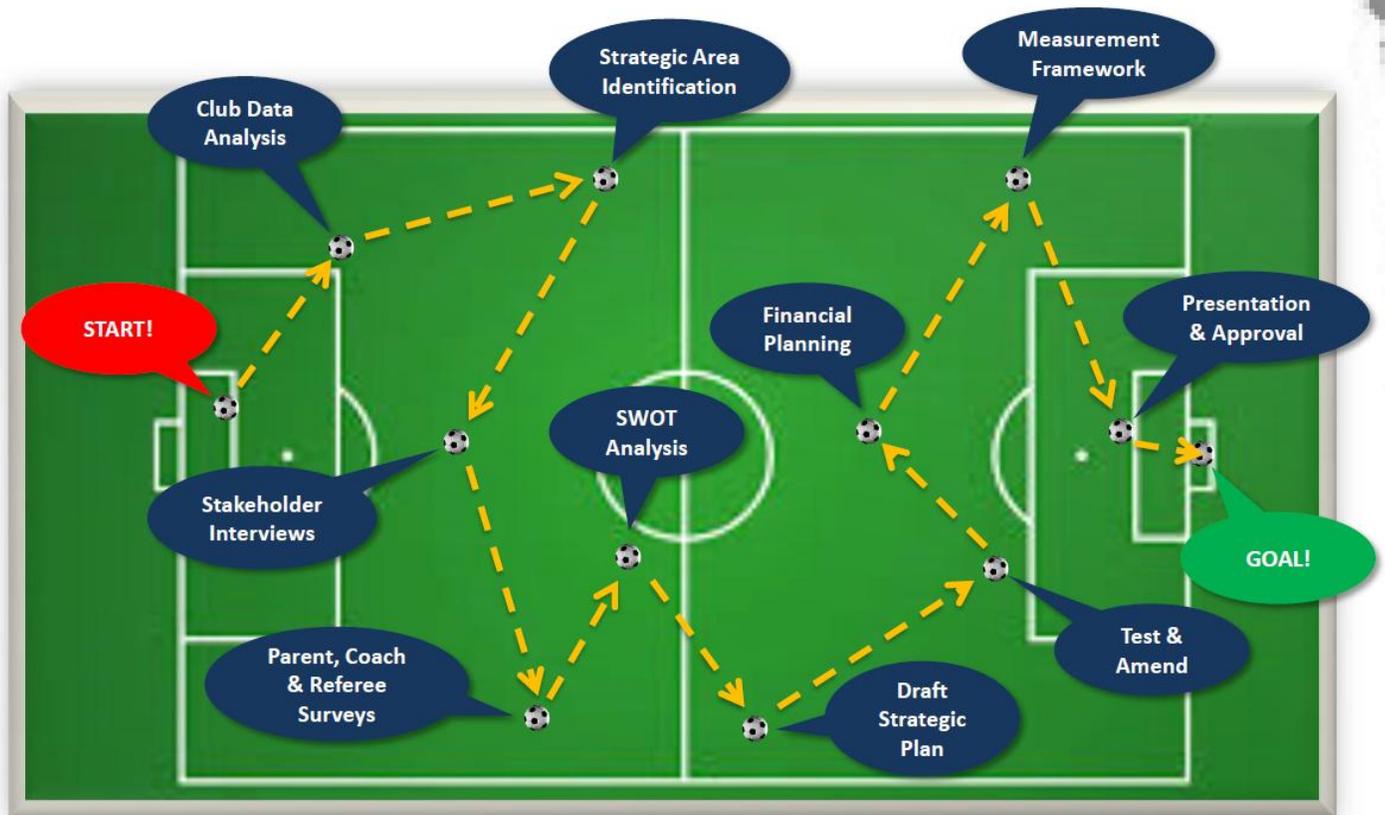
A strategic plan sets high level goals and targets for an organization, to be achieved within a certain timeframe. Through it, everyone knows what the organization is trying to achieve, and by when. In soccer clubs like CMFSC that have many stakeholders with many different viewpoints, a strategic plan is essential to bind people together behind common causes and for the Board of Directors to properly manage the ongoing growth and development of the Club.

## Why A New Strategic Plan?

The Board of Directors of CMFSC have recognized that the club has undergone much growth in recent years and now supports a large skew of programs and soccer activities. They see now as the time to take a forward-thinking, longer term approach to the Club's activities. This way, they can carefully manage continued growth of the club in the direction all stakeholders want. They also know that the club will be more effectively managed through good planning.

## How Did We Build CMFSC's Strategic Plan?

Building CMFSC's strategic plan has been a long and rigorous process. In April 2015, the club contracted sport consultancy Capitis Consulting to lead the planning process. Since then, Capitis Consulting has been working through a clear, proven process with the Board of Directors and many stakeholders of the club to build a compelling plan!



## Consultation

Capitis Consulting undertook a rigorous process of consultation of CMFSC's stakeholders, by means of web-based surveys, face-to-face interviews and Town Hall meetings.

**Through this, over 948 people provided valuable input into CMFSC's strategic plan!**

CMFSC's Board of Directors would like to sincerely thank these many individuals for their input into the strategic plan, and support of the Club at large!

### PARTICULAR THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR INPUT

Victor Montagliani	President	Canadian Soccer Association
Richard Stewart	Mayor	City of Coquitlam
Kathy Reinheimer	Manager of Parks	City of Coquitlam
Cllr Craig Hodge	Chairman	Coquitlam Sport Council
Ivano Cecchini,	Treasurer	School District 43
Dan Lenarduzzi	Director of Youth	Vancouver Whitecaps FC
David Haber	Part President	BCSPL
Jason Elligott	Executive Director	BC Soccer
Chris Cerroni	Director of Soccer Development	BC Soccer
Gayle Statton	Past President	Tri-Cities Youth Soccer Assoc'
Brad Leitch	Owner & President	SoccerExpress
Kent Magnuson	General Manager	Metro Ford Motors
Nick Hawley	President	BC Soccer Referees Assn
Peter Price	Chair	Metro Select League
Andrea Laycock	Director	Coastal Girls Soccer League
Bill Ede	Chair	5 District League
Ralph Luongo	President	Port Moody Soccer Club
Paddy Nicol	Director	North Coquitlam Soccer Club
Fred Malmberg	President	Port Coquitlam Euro-rite FC
Dave Norman	Fmr Nat'l Team Plyr & Broadcaster	TSN 1040
Jason DeVos	Fmr Nat'l Team Capt & Broadcaster	TSN
Peter Quevillon	Director	KidSport BC
David Jones	Chairman	Coquitlam Field Sports Assoc'

*"The quality and quantity of stakeholder input makes Coquitlam Metro-Ford Soccer Club's new strategic plan uniquely compelling. We had unequalled coordination and support from all connected with the club. People know what this club is, where it should go, and want to be along for the ride."*

**- Paul Varian, Principal, Capitis Consulting**



## What Have We Found?

### In general, CMFSC's customers:

- ✓ Are young families with 1-2 children, parents aged 30-50
- ✓ Are high income earners
- ✓ Live in or around the Tri-Cities area
- ✓ Have predominantly been using the club for 6 years or less
- ✓ Enrol their children primarily for non-competitive reasons
  - eg. to learn an active lifestyle, teamwork, commitment/hard work and also have fun and make friends.
- ✓ Actively enrol their children in other sports, particularly swimming/swim sports, basketball and gymnastics
- ✓ Choose CMFSC for reasons of convenience, club reputation and its focus on player development

### User Reasons For Selecting CMFSC Programs

1 = No agreement 5 = Full agreement  
Source: Capitis Consulting CMFSC User Survey, June 2015



## How Is Coquitlam Metro-Ford Soccer Club Perceived?

- ✓ It is seen by all as being well-established in the Tri-Cities region, professional and trustworthy
- ✓ Many see it as representative of best practice in youth soccer development in British Columbia
- ✓ Many see it as being sophisticated and advanced in a technical (soccer) sense
- ✓ It is seen as being somewhat competitive, and not nurturing
- ✓ It is not well-defined in terms of its community connectivity, or its brand promise outside of developing soccer players
- ✓ The brand is associated heavily with individual leadership within the club, both past and present



## STRENGTHS

- Board leadership
- Coaching capacity
- High quality, free soccer facilities
- Low admin staff costs
- Healthy Balance Sheet
- Advanced player development
- Strong municipal government relations
- Strong soccer governing body relations
- Low overhead & operating costs
- Competitive fees
- High program skew
- Strong brand equity
- Advanced referee development program
- Committed sponsors & business partners

## WEAKNESSES

- Low relative female enrolment
- Low social media presence
- Lack of executive leadership
- Lack of administrative staff
- Lack of planning
- Limited marketing & communications programs
- No administrative office
- Relationships with surrounding soccer clubs
- Lack of structured coach development
- Fragmented IT systems
- Limited capability to activate

## OPPORTUNITIES

- A bricks & mortar 'home' for CMFSC
- High performance partnerships
- Non-soccer community involvement
- Increased program sophistication
- BCSPL
- Indoor soccer facility
- Coaching Centre of Excellence
- Growing Tri-Cities population base
- BC Soccer Club Charter

## THREATS

- Tri-Cities soccer facilities inventory (vs projected demand)
- Over-reliance on individual volunteer club leaders
- High range of alternate sport participation options in Coquitlam
- Limited customer intelligence
- Limited ability to grow effectively under current business systems/operations

# SWOT ANALYSIS

LOOKING BACK

LOOKING FORWARD