

Strategic Plan (2016 - 2020)

'Soccer For Life'



Dear CMFSC friends,

I am delighted to unveil Coquitlam Metro-Ford Soccer Club's new five-year strategic plan to you! Carefully built with the assistance of sport consultancy Capitis Consulting and through extensive research and consultation with you, our valued stakeholders, this plan outlines what we'll be aiming to achieve as a club between now and 2020. Coquitlam Metro-Ford Soccer Club is built on a firm foundation of quality, excellence, commitment and high standards, where the interests of our players' development is always paramount! Our new plan stems from this, bringing together a variety of exciting goals and targets that make our club stronger, and ultimately our players better.

Our strategic goals cover all core areas of our club's activities - players, coaches, referees, facilities, finance, community and club operations. Within these areas, you'll see compelling ambition that advances the development all CMFSC players, from grassroots/recreational players to our potential world-beaters. We've set unprecedented coach development standards and have advanced goals that will take our referees program to new heights. And we're moving to establish a proper 'home' for our club that will combine administrative office space with new, first class indoor training facilities. At this location, we'll consolidate an administrative and executive staff team to compliment our already best-in-class technical team and deliver exceptional service to our customers. Finally, we'll extend CMFSC's value into the Tri-Cities community, building partnerships and giving back to the community that has given so much to bring our club to where it is today.

Please take a few moments to familiarize yourself with our new strategic plan! It is important to us that you know what we are trying to achieve as a club and are excited about it too! To achieve the goals laid out in it, we'll need you alongside us every step of the way!

I'd like to take the opportunity to thank the many individuals who assisted Capitis Consulting in contributing to the strategic plan's development. Without it, the plan would be of little value. With your help, the plan is OUR collective plan! A plan to guide Coquitlam Metro-Ford Soccer Club to new, unprecedented heights of success and excellence.



I look forward to working with you and everyone else connected to the Club in implementing it over the coming years through 2020!

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Alex Barnetson'.

ALEX BARNETSON
President, Coquitlam Metro-Ford Soccer Club

Dear CMFSC friends,

It is our great pleasure to have assisted Coquitlam Metro-Ford Soccer Club with the development of their exciting new strategic plan. Having employed a proven process to develop sport strategic plans, I am confident that the plan presented here represents the combined strategic intent and ambition of everyone connected with the club. The strength of this plan lies in the quality and quantity of information that informed it. And we are delighted that over 900 people connected to the club contributed to this plan through survey responses, interviews, Town Hall meetings and other means. With this depth of feedback, we know that what the club has framed as strategic targets is what its parents, coaches, players and volunteers want to see too!

I would like to thank the Board of Directors of Coquitlam Metro-Ford Soccer Club for engaging Capitis Consulting in this rewarding process. Thanks also to the many people who so openly gave of their time to offer their opinions, reviewed plan drafts and helped us craft a uniquely rigorous and compelling document.



Yours sincerely,

A handwritten signature in black ink, appearing to read 'Paul Varian'.

PAUL VARIAN
Principal, Capitis Consulting

What is a Strategic Plan?

A strategic plan sets high level goals and targets for the Club, to be achieved within a certain timeframe. Through it, everyone involved with CMFSC knows what the Club is trying to achieve, and by when. It acts like a glue that binds people together behind common causes. It also helps the Board of Directors to properly manage the ongoing growth and development of the Club, linking its Vision and Mission to day-to-day activities.



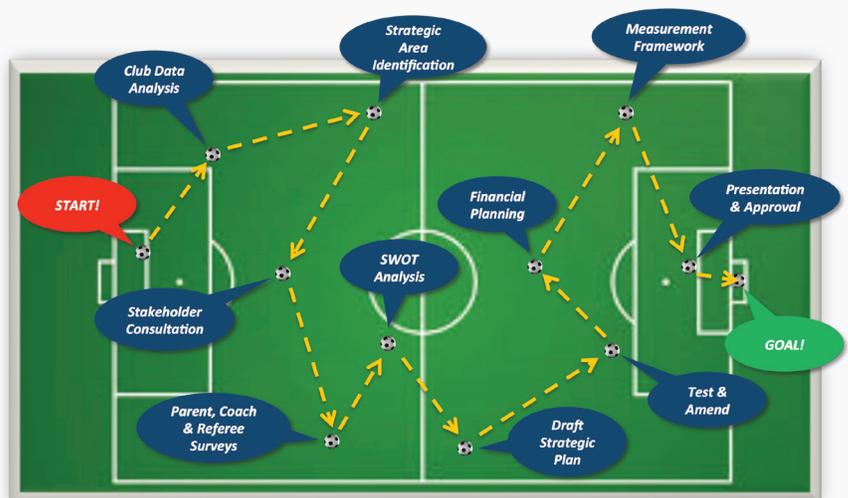
Why a New Strategic Plan?

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 CMFSC Build Its New 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 10-step process of plan development with the Club's Board of Directors and many stakeholders, to build a compelling plan! This process included a rigorous process of engagement and consultation with CMFSC's stakeholders, by means of web-based surveys, face-to-face interviews and Town Hall meetings.

Through this process, we captured the views and opinions of over 948 parents, players, coaches, referees, volunteers, sponsorship executives, governing body leaders, municipal government officials and other Club stakeholders, who provided crucial input into CMFSC's strategic plan.



"Canada Soccer emphasizes player development through the collaborative work with our provinces, territories, clubs, and academies. We are delighted to see the Coquitlam Metro-Ford Soccer Club take a proactive, planned approach to its growth and future activities. We wish the club every success in accomplishing the ambitious and exciting goals outlined in its new strategic plan."

- Victor Montagliani, President, Canadian Soccer Association

STRENGTHS

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

WEAKNESSES

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

SWOT ANALYSIS

OPPORTUNITIES

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

LOOKING BACK

LOOKING FORWARD

Our Strategic Plan (2016-2020)

Our Club Vision: Unlocking passion and potential through soccer.

Our Club Mission: To connect people positively with the game of soccer.

Our Club Values: Commitment, excellence, growth, integrity, community.

Strategic Goal 1: PLAYER DEVELOPMENT

CMFSC is one of THE recognized centres of excellence for player development amongst community soccer clubs in Canada.

STRATEGIC GOAL	2017	2020	Why These Goals?
Develop a clear, written Technical Development Plan, mapping the development pathway for players at CMFSC.	- A Technical Development Plan written and +40% implemented.	- The Technical Development Plan is fully implemented and reviewed.	<i>As a Club, CMFSC wants to move to a planning culture. Part of this means establishing a Technical Development Plan that openly shows the player development pathway through which CMFSC players are developed.</i>
Develop the Club's top player talent to higher playing opportunities.	- At least two CMFSC male and one female players have progressed to the youth and/or senior national team programs. - At least ten (10) CMFSC players have been accepted into post secondary programs. - At least four CMFSC players have entered professional soccer Academies.	- At least four CMFSC male and three female players have progressed to the youth and /or senior national team programs. - At least fifteen (15) CMFSC players have been accepted into post secondary programs. - At least one CMFSC player has progressed to a professional soccer career.	<i>CFMSC is player-centric, which means its goals are about player success, not Club trophy success. The Club has set goals for the development of CMFSC's top players as, to achieve this goal, it must build a pyramid of programs that develops ALL its players.</i>
Document a structured system of player evaluation.	- All BC SPL players receive annual, documented evaluations.	- All high performance players receive annual, documented evaluations.	<i>To develop the Club's players to be their best, CMFSC is targeting structured player evaluations as a key component of their development. The Club has also decided to extend the reach of its Academy programs to give as many young players as possible the best opportunity to access premium development.</i>
Expand the reach and accessibility of the Club's Academy programs.	- 10% of players participating in the Club's Academy programs are from outside the Tri-Cities region. - Partnerships with +1 other high performance development organization outside Coquitlam is explored.	- 20% of players participating in the Club's Academy programs are from outside the Tri-Cities region. - A high performance partnership with Vancouver Whitecaps FC is established.	<i>CMFSC sees playing a continued leadership role in the BC SPL as an important commitment to the development of BC's top soccer talent at large</i>
Continue to play a leadership role in the BC SPL.	- 100% compliance with League standards is maintained. - CMFSC is responsible for at least 1 new or enhanced League standard.	- 100% compliance with League standards is maintained. - CMFSC is responsible for at least 3 new or enhanced League standards.	

¹For the purposes of this strategic plan, high performance is defined as U8-U10 Development, U11-U12 Selects, Metro Soccer League, BC Soccer Premier League

Strategic Goal 2: COACH DEVELOPMENT

CMFSC is one of THE recognized centres of excellence for coach development amongst community soccer clubs in Canada.

STRATEGIC GOAL	2017	2020	Why These Goals?
Create a structured long term plan clearly mapping out the development pathway for CMFSC coaches.	- A Coach Development Plan is written and +40% implemented.	- The Coach Development Plan is fully implemented and reviewed.	<p><i>As per its commitment to player development, CMFSC wants to provide a clear, transparent coach development plan, outlining how its coaches are developed to be the best they can be.</i></p> <p><i>Within the context of this plan, the Club has identified specific elements of coach development that it feels are essential to deliver premium coach development.</i></p> <p><i>Coach development is essential as it is the core means through which quality programs are offered to the Club's players. As such, the Club sees coach development as a natural and essential extension of quality player development.</i></p>
Drive the development of female coaches at CMFSC.	- A female CMFSC coach development program is established.	- A female CMFSC coach community-of-practice program is established.	
Enhance capacity to provide best-in-BC coach development.	- A CMFSC coach support program is established and resourced to design/deliver a coach development/ training program including age and position specific curriculum & manuals.	CMFSC's coach support program spans all levels of coaching in the club.	
Drive consistently high coaching standards across the Club's coach base.	<ul style="list-style-type: none"> - All coaches have minimum LTPD coaching qualifications, as mandated by BC Soccer. - All academy head coaches are trained in how to evaluate players. 	<ul style="list-style-type: none"> - All CMFSC coaches are trained in how to evaluate players. - All CMFSC coaches participate in CMFSC's coach support program. - All high performance coaches have passed Pre-B or higher. 	



"Coquitlam Metro-Ford Soccer Club has always taken the development of its players very seriously. This strategic plan allows us to set long term goals for continued player development that align with broader targets for the Club's overall development."

- Sara Maglio, Technical Director, Coquitlam Metro-Ford Soccer Club



"Coquitlam Metro-Ford Soccer Club is a clear leader in Canada in youth soccer development. This strategic plan helps the Club strengthen this position to the benefit of all in the Tri-Cities Area."

- Jason de Vos, captain of 2000 Gold Cup Winning Canadian Men's National Team

Strategic Goal 3: REFEREE DEVELOPMENT

CMFSC is one of THE recognized centres of excellence for referee development amongst community soccer clubs in Canada.

STRATEGIC GOAL	2017	2020	Why These Goals?
Develop a written Referee Development Plan for the pathway of development of CMFSC referees.	- The Referee Development Plan is written and +80% implemented.	- The Referee Development Plan is fully implemented and reviewed.	<p><i>As with players and coaches, CMFSC is striving to structure its referee development program into a clear, transparent referee development plan, outlining the pathway for CMFSC referees to develop from entry-level to advanced level.</i></p> <p><i>The Club's strategic referee goals target referee growth, to ensure its programs are properly covered, while driving gender equity in referee participation.</i></p> <p><i>They also focus on developing the Club's referees to be the best they can be, through mentoring, in-house referee-to-referee support, and consistent referee evaluation.</i></p> <p><i>The Club is also committed to helping its top referees achieve provincial and national status to inspire young CMFSC players to take up refereeing and be their best.</i></p> <p><i>Finally, the Club is wholly committed to creating a safe, respectful environment for its referees to learn and enjoy the art of refereeing.</i></p>
Develop an in-house Club referee support program.	<ul style="list-style-type: none"> - Regular Club referee knowledge-sharing meetings are held (+6/yr) - At least 2 guest referee workshops are conducted per year. - All high perf' referees receive annual, documented evaluations. 	<ul style="list-style-type: none"> - The program is linked with broader referee development opportunities offered by BC Soccer Referees Association & BC Soccer. - All officials receive annual, documented evaluations. 	
Expand the current referee mentorship program.	<ul style="list-style-type: none"> - All grassroots referees receive mentor coverage. - All CMFSC referees receive +80% mentor coverage. 	<ul style="list-style-type: none"> - All grassroots referees receive mentor coverage. - All CMFSC referees receive +90% mentor coverage. 	
Maintain the highest levels of referee volume/provision.	<ul style="list-style-type: none"> - Supply of CMFSC referees outmatches program demand. - Referee coverage remains +95%. 	<ul style="list-style-type: none"> - Supply of CMFSC referees outmatches program demand. - Referee coverage remains +95%. 	
Increase the volume of female CMFSC referees.	- 30% of CMFSC referees (small-sided & competitive) are female.	- 40% of CMFSC referees (small-sided & competitive) are female.	
Develop and promote CMFSC high performance referees to higher opportunities.	<ul style="list-style-type: none"> - At least 4 CMFSC referees have progressed to provincial level. - At least 2 CMFSC referees have progressed to national level. 	<ul style="list-style-type: none"> - At least 8 CMFSC referees have progressed to provincial level. - At least 4 CMFSC referees have progressed to national level. 	
Increase the levels of respectfulness and sporting behaviour in CMFSC spectator bases.	<ul style="list-style-type: none"> - 60% of CMFSC referees have never received abuse from CMFSC spectators. - For the remaining 40%, +75% of match events are abuse-free. 	<ul style="list-style-type: none"> - 75% of CMFSC referees have never received abuse from CMFSC spectators. - For the remaining 25%, +90% of match events are abuse-free. 	



"BC Soccer fully supports the development of Coquitlam Metro-Ford Soccer Club's new strategic plan. We look forward to working with the Club where appropriate to accomplish the mutual goals that we are pleased to see in the plan, that are well aligned to BC Soccer's strategic direction."

- Roger Barnes, President, BC Soccer

Strategic Goal 4: FACILITIES DEVELOPMENT

CMFSC accesses the best community facilities that support year-round soccer operations.

STRATEGIC GOAL	2017	2020	Why These Goals?
Develop a full-field indoor training centre in the City of Coquitlam.	- A plan for the new indoor training centre has been approved.	- The new indoor training centre is breaking even financially and self-sustaining.	<p><i>CMFSC has identified specific facilities needs to allow for its desired program growth.</i></p> <p><i>Specifically, floodlit turf fields and dome-based indoor facilities are being targeted to allow for higher quality year-round training, needed for quality player development.</i></p> <p><i>The Club has also identified that it needs a proper home from which to drive future growth, where its operations can be consolidated into a leading, full service community club.</i></p>
Establish an administrative office 'home' for CMFSC.	- A plan for new administrative offices has been approved.	- The Club's full administrative operations are successful based at the new offices.	
Enhance facility capacity to accommodate continued program growth & expansion.	Develop plan for club managed, floodlit turf field.	Initiate plan for second indoor facility to be in place in the north-east sector by 2025.	

Strategic Goal 5: FINANCIAL DEVELOPMENT

CMFSC has the fiscal rigour required to support its ongoing strategic activities.

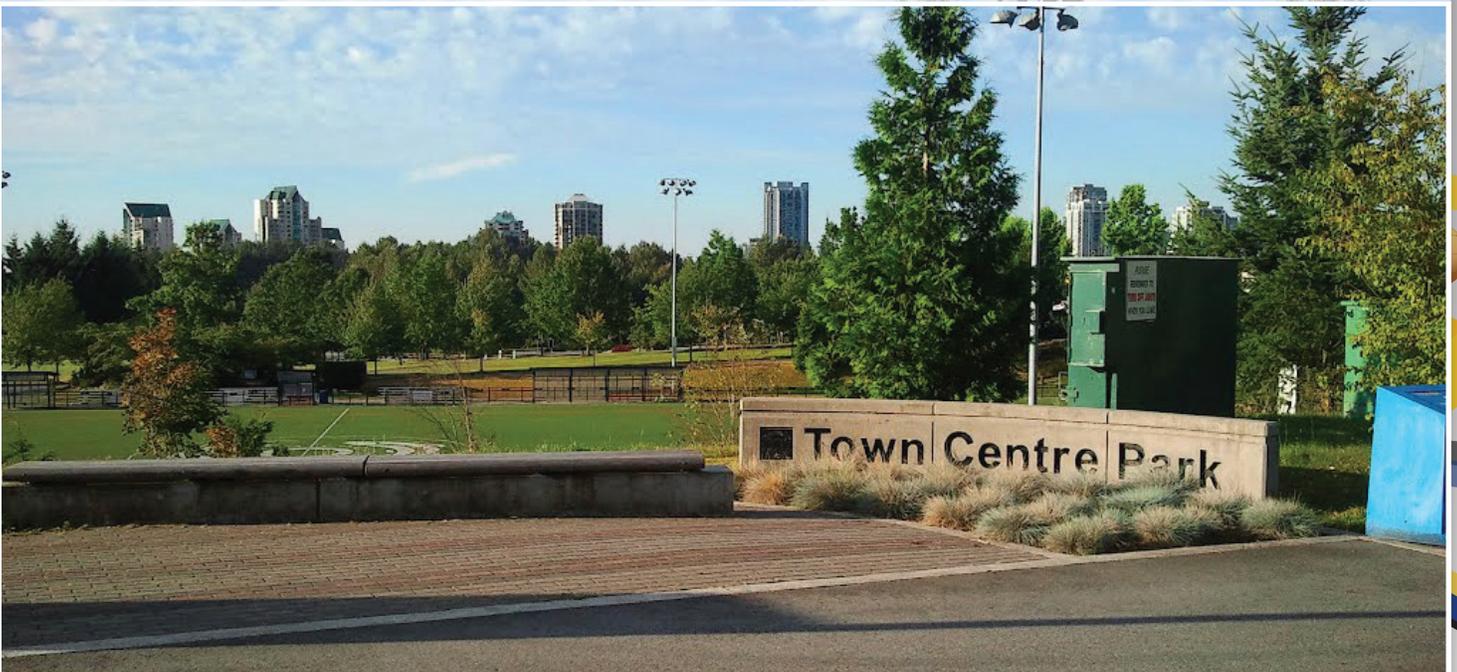
STRATEGIC GOAL	2017	2020	Why These Goals?
Commit to a policy of capital growth to support facilities development plans.	- +\$1m from the Club's Capital Improvement Fund has been accrued and contributed to facilities development.	- The Club's Capital Improvement Fund has been replenished to \$250k.	<p><i>The financial goals outlined in this section have been set to help manage the risk associated with the planned growth for the Club outlined in this strategic plan, which requires new investments.</i></p> <p><i>Specifically, this entails measures to prudently monitor cash flow and liquidity management, capital planning and renewal, and revenue diversification.</i></p> <p><i>Through this financial oversight, built into the strategic plan, CMFSC can confidently grow the Club, offering more value to its users, without risking putting the organization under undue financial distress.</i></p>
Maintain strong balance sheet health, with a focus on long and short term liquidity strength.	- Current ratio is maintained at a minimum of 2:1.	- Current ratio is maintained at a minimum of 2:1. - Debt ratio is maintained at a minimum of 1:2.	
Minimize risk in CMFSC's revenue model.	- Non-fee based revenue sources are at 18% of total annual revenue.	- Non-fee based revenue sources are at 20% of total annual revenue.	
Enhance the quality of financial information for Board and management decision-making.	- Quarterly financial reporting has been introduced. - An advance five-year budget forecast is maintained.	- An annual capital budget (as well as an annual operating budget) is maintained.	

² eg. corporate sponsorship, government grants, fundraising-generated donations.



"Coquitlam Metro-Ford Soccer Club delivers active, high quality of life to the residents of Coquitlam through soccer for all. The City of Coquitlam welcomes the development of the Club's new strategic plan and looks forward to partnering to achieve the strategic goals laid out in it."

- Richard Stewart, Mayor of Coquitlam



Strategic Goal 6: **COMMUNITY RESPONSIBILITY**

CMFSC satisfaction levels with its external community partners are over 80%.

STRATEGIC GOAL	2017	2020	Why These Goals?
Drive financial accessibility into the Club's programs.	- Contributions to programs combating financial barriers to soccer participation have grown by 20%.	- Contributions to programs combating financial barriers to soccer participation have grown by 30%.	<p><i>CMFSC recognizes that it has a broader role in the Coquitlam and Tri-Cities community, beyond programming soccer. The Club is keen to target value it can bring to the community it serves, that contribute to the overall quality of life of all residents, whether they are involved in soccer or not.</i></p> <p><i>Specifically, the Club is targeting programs and fundraising activities that target child health causes, financial barriers to sport participation, youth leadership and Special Olympics.</i></p> <p><i>Furthermore, the Club is targeting ways to provide extra value and benefit to the community through its corporate sponsors.</i></p>
Galvanise Coquitlam-based fundraising for select child health related causes.	- Investment by CMFSC for targeted child health-related causes have grown by 20%.	- Funds raised by CMFSC for targeted child health-related causes have grown by 30%.	
Promote the leadership value of soccer participation through CMFSC's programs.	- A CMFSC Scholarship Program has been established. - +\$10k in bursaries to the CMFSC Scholarship Program is assigned.	- Annual bursaries to the Scholarship Program have expanded to \$15k.	
Continue to provide soccer opportunities for special needs groups in Coquitlam.	- CMFSC's current partnership with Special Olympics BC has been grown and maintained.	- CMFSC's current partnership with Special Olympics BC has been grown and maintained.	
Develop stronger bonds between CMFSC's sponsors & the Tri-Cities community.	- CMFSC sponsor satisfaction levels are at 80% or higher.	- CMFSC sponsor satisfaction levels are at 90% or higher.	



"Coquitlam Metro-Ford has been a tremendous community leader in helping kids overcome financial barriers to participate in sports. The Club is an example to all in the huge contributions they make back into their community, over and above the sport of soccer."

- Peter Quevillon, Director, KidSport BC

Strategic Goal 7: CLUB DEVELOPMENT

CMFSC has the business support capacity & sophistication to execute its strategic goals.

STRATEGIC GOAL	2017	2020	Why These Goals?
Expand executive leadership needed to prudently manage the Club.	- A fulltime Executive Director is recruited and maintained at the Club.	- Defined mid-management leadership has been established at the Club.	<p><i>CMFSC has identified that parts of the Club are extremely advanced (eg. player and referee development), and have in effect outgrown other parts of the Club's operations. The Club understands that prudent growth means coordinated growth of all components of its operations, not just a few.</i></p> <p><i>In particular, CMFSC has identified the need for more developed business operations to support its programs and provide the high level of service Coquitlam and Tri-Cities residents deserve. This means strong club governance, heightened investment in key staff positions, and advanced website and data management.</i></p> <p><i>Investment in Club operations will be measured through player retention, which CMFSC recognizes as the most honest representation of user satisfaction. Overall club excellence will also be measured by achieving the highest levels of excellence possible under BC Soccer's new Club Charter program.</i></p>
Embrace BC Soccer's Club Charter program.	- CMFSC has achieved the highest level possible for clubs under the Club Charter program.	- CMFSC has maintained the highest level possible for clubs under the Club Charter program.	
Improve CMFSC's business and administration staff capabilities.	<ul style="list-style-type: none"> - A Marketing & Comms Manager has been recruited. - A Sponsorship Sales Manager has been recruited. - CMFSC's admin' management staff has been professionalized. 	<ul style="list-style-type: none"> - A Finance Manager has been recruited. - Staff additions required to manage an indoor soccer training centre has been created and recruited. 	
Drive a robust system of Club governance at CMFSC.	<ul style="list-style-type: none"> - A structured system of management reporting to the Board of Directors has been developed. - A robust framework of Club policies is in place. 	<ul style="list-style-type: none"> - CMFSC's Board of Directors has fully graduated to a governance Board. - All Board members receive annual governance training. 	
Expand, improve and communicate the systems of operational support for CMFSC.	<ul style="list-style-type: none"> - CMFSC's website has been reviewed and updated. - Through technology, efficiency in data management has been consolidated and improved. 	- A rebrand of CMFSC, in line with the opening of its new indoor soccer centre (if duly built), is being considered.	
Drive and maintain high satisfaction levels in the Club's programs.	- Player retention levels are at 80% or higher.	<ul style="list-style-type: none"> - Player retention levels at +90%. - Headless retention rates of: <ul style="list-style-type: none"> •U5-U9: 120% (b & g) •U10-U12: 110% (b & g) •U13-U15: 97% (b) 100% (g) •U16-U18: 100% (b) 120% (g) 	



"Having my family involved with Coquitlam Metro-Ford Soccer Club since its inception, it is exciting to see the new heights this new strategic plan is striving for, that many would not have thought possible ten years ago."

- Dave Norman, member of 1986 World Cup Canadian Men's National Team



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 Assoc.
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.

Coquitlam Metro-Ford Soccer Club would like to thank the following organizations for their important contributions to this strategic plan, and the club at large.

