

## Amalgamation with Gordon Head Soccer Association – Questions and Answers

### Q. Why the decision to amalgamate clubs?

- A. Player registrations are declining precipitously and there is increasing evidence that the trend cannot be stabilized and corrected. As a result the Board anticipates further and significant reductions in the number and competitiveness of teams to the point where the viability of the club is threatened. Over the last three years alone several hundred minis and youth players have left the club, either to play for another LISA club or quit the game altogether. As a result playing opportunities for youth soccer players are shrinking at all competitive levels (i.e. gold, silver, bronze), critically undermining the club’s mandate to foster, develop and govern the game for all persons eligible for membership.

Amalgamation with Gordon Head Soccer Association (GHSA) is seen as the only viable alternative. Amalgamation will provide the infrastructure and critical mass required to ensure that every registered player has the opportunity to play at their coping-level. This will be possible through increased and more professional technical development, increased number of teams, improved standards of play for players of all skill levels and interest and better player retention and recruitment. The club will also enjoy state-of-the-art facilities second to none on Vancouver Island.

### Q. Has the Board of Directors considered and investigated other alternatives to amalgamation?

- A. The decision to pursue amalgamation with GHSA has not been taken lightly and comes only after the Board has exhausted all other avenues. In September 2005 the CBSC Board of Directors (Board) commissioned a report on the future of CBSC. The reports recommendations were overwhelmingly in favour of some form of amalgamation. However the Board did not immediately accept these recommendations and instead focused on efforts to increase membership through the following actions:
- proposals to LISA for innovative and strategic changes to rules and bylaws that would have allowed our club to increase membership (e.g. changes to or the removal of transfer rules and club boundaries)
  - increased marketing of the club in local schools and media
  - increase in budget for technical development (e.g. academy program)
  - rewards to club members for recruiting new players
  - improvements to facilities (e.g. artificial turf field opened 2009)
  - re-branding of the club (e.g. introduction of team wear in 2005 and new uniforms for the 2008-09 season); and,
  - the increase in the number of adult teams (e.g. number of registered adult players has tripled since 2006-07).

In 2006-07 the Board also developed a strategic plan. Goals and Objectives of the plan included revising the operating structure of the Board, increasing club membership, pursuing the installation of an artificial turf field, increasing fundraising capacity to respond to infrastructure and player development issues, increasing exposure of the club through increased communication, and increasing the recognition of club volunteers and players.

Notwithstanding these efforts, CBSC has reached the point where declining registration not only undermines its mandate to provide suitable opportunities for members to play and develop in the sport of soccer, but also, in the view of the Board, threatens its long-term viability as an organization.

## AMALGAMATION WITH GORDON HEAD – Q & A'S

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### Q. Where is the evidence of declining player registrations?

- A. CBSC registration declined from 504 youth players in Season 2002-03 to 352 players in Season 2008-09 (or -30%). By comparison the drop in participation over the same time period for LISA as a whole was -13%. Since 2002-03 only Peninsula Soccer Club has fared worse (-32%).

2009-10 youth registration projections call for a further 12-15% drop. This is the equivalent of three eleven-a-side youth teams. Estimates for 2010-11 vary between 275-300 registered youth players and the loss of a further two eleven-a-side teams (or from eleven to five teams (-55%) since 2008-09).

In terms of competitiveness CBSC participated in less than one-third of LISA divisions in 2008-09, competing in only ten (10) of thirty-four (34) categories (or 29%). This is a drop from 15 teams in 2002-03. District-wide the participation average was 60%. Of note GHSA participated in 68% of LISA divisions while Salt Spring participated in only 21%.

See also *Overall LISA Registration* (Appendix A) and *CBSC Team Formation History* (Appendix B).

### Q. What is causing the decline in registration?

- A. The reasons for declining registrations are generally seen as the following:
- a lack of potential population growth in the Cordova Bay area
  - the lack of affordable housing for young families in our LISA catchment
  - the ongoing reduction in both the number and competitiveness of our teams
  - the unfair and apparently inviolable boundaries which result in our having to compete with clubs with ten times the population base (e.g., Bays United)
  - competition from other sports.

Victoria's population – and particularly Cordova Bay's – is getting older and there are simply fewer children to draw from. School closings across the Capital Regional District are perhaps the best evidence of this.

Overall, registration for all LISA clubs has dropped from 9,400 players in 2004-05 to 8,200 in 2008/09 (-13%). Based on local school district enrollment projections that trend is set to continue for the foreseeable future.

Other problems cited for decline in registrations include:

- the lack of teams at many different levels leading to players moving to other soccer clubs
- lack of qualified coaches
- lack of competitive teams
- transfer rule restrictions
- players moving on to play for representative teams (i.e. metro selects)
- other clubs *poaching* our players
- complaints about season duration
- poor weather.

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**Q. What about club identity?**

- A. The loss of club identity is something the Board has considered carefully. However in the end the Board felt that identity alone wouldn't sustain the club indefinitely and that it was far better to act now rather than to wait and witness the possible collapse of the club.

**Q. Why don't we form pooled teams with GHSA as we did with Prospect Lake Soccer Club in the late 1990's and early 2000's?**

- A. Pooling agreements are short-term solutions that only serve to mask chronic player shortages at our club. And because pooling agreements must be approved annually by all LISA member clubs, it is impossible to predict what may happen from one year to another. The corollary is medium and long-term planning is next to impossible and players often leave the club due to this lack of certainty.

Additionally, pooled teams are not entitled to transfers. Considering almost one-in-four current club members are considered transfers, many of whom have been at the club since they were five years of age, this alone makes pooling an unacceptable and impractical solution.

It is also worth noting that pooling arrangements do not always meet their intended goals and often suffer from political interference.

**Q. Will teams from the new club be entitled to transfers?**

- A. Yes, teams from the new club will be entitled to the same number of transfer players as afforded other LISA clubs (LISA Constitution 13.3). This number currently stands at three (3) players per team (plus the coaching exemption, if appropriate, making it 4 per team).

**Q. What happens if we don't amalgamate?**

- A. Without amalgamation the Board anticipates the loss of a significant number of players and volunteers to other clubs. The loss of players is obviously the greatest threat to the club and substantial reductions in numbers will likely result in severe and insurmountable challenges forming teams in coming seasons.

For example, current registration projections suggest that next season the club will form only seven (7) youth teams (i.e. U13 -18), down four teams from 2008-09. By 2010-11 the number of teams will likely decrease to five (5). Perhaps of greater concern is the collapse of girl's teams. By 2010-11 the club will no longer have the requisite numbers to support even a single eleven-a-side girl's soccer team. On the boy's side things are slightly better, however by 2012-13 the club might no longer be able to form any single-age boy's teams (i.e. all teams will be a combination of years, U13/4, U15/6, etc.).

As go the players, so go the coaches and other club volunteers. Every year the club struggles to find both interested and qualified individuals to coach teams. This problem will be exacerbated if players continue to leave the club because of the lack of teams.

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**Q. Why Cordova Bay and Gordon Head?**

- A. CBSC and GHSA have enjoyed a long and successful relationship at minis levels so this more formal partnership is simply an extension of the goodwill and collaborative environment fostered since 2004. CBSC and GHSA are also committed to the same player development and team formation philosophies, and share technical director and head coaches, so the transition is expected to be seamless at most age levels.

Informal discussions have been ongoing for several years and last year LISA approved the amalgamation in-principle when they permitted the two clubs the option of forming pooled teams rather than losing players to other clubs. LISA did this on the basis we would be amalgamating operations for the 2009-10 season.

It is worth noting that a 1982 Lower Island Youth Soccer Association (LIYSA) Boundary Review Paper noted that CBSC had the disadvantage of *“limited flexibility in team formation”* and *“increasing difficulty for players to play at their most suitable level”*. Five years later in 1987 CBSC and GHSA entered into an accord with the goal to *“encourage and facilitate the maximum number of children for the maximum number of years in juvenile soccer in the C.B.S.C and G.H.S.A. subdistricts.”* Most recently a report commissioned by the Board in September 2005 (Marilyn Payne) recommended *“a merger or amalgamation with either (or both) Gordon Head Soccer Club or Lakehill Soccer Club at all levels of play”*.

As one can clearly see this is not a new idea, perhaps instead just an idea in need of implementation.

**Q. Were partnerships with other LISA clubs given any consideration?**

Yes, the Board has given significant consideration as to whether GHSA was the best fit for our club. Neighbouring clubs such as Prospect Lake Soccer Club, Lakehill Soccer Association and Peninsula Soccer Club were all considered and then dismissed as impractical or untenable for reasons such as team formation philosophies, approaches to player development, logistics, travel and internal club politics.

**Q. What is the name of the new club?**

- A. Good question! No name has been chosen for the new club. Having said that, the new society formed by the two existing clubs will probably be known formally as “Saanich East Soccer Club” or “Gordon Head and Cordova Bay Soccer Club”.

It has been suggested that the clubs hold a name-the-new club contest, but no decision has been made about this.

**Q. What will the new club look like from an organizational perspective?**

- A. There are several options the two clubs are considering. These include a merger, amalgamation, subsidiary societies, separate societies and strategic alliance. There are subtle differences between each of the options and all have their advantages and disadvantages. However the benefits of amalgamation have emerged as the cleanest and most decisive solution to address declining registrations and the attendant team formation problems.

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**Q. How will the amalgamation impact minis soccer programs (U5-U11)?**

A. Minis and adult programs would remain pretty much as they are today. This means Minis players from the Cordova Bay area would continue to practice and play with their friends from school or the local area. These players and their parents would continue to travel to Lambrick Park for some games, but typically Lochside Park would remain their home.

**Q. How will the amalgamation impact adult soccer programs?**

A. The amalgamation is not expected to adversely impact adult teams. Men’s and women’s teams could continue to practice and play at Lochside Park and call themselves “Cordova Bay”. These teams would likely have associated membership status with the new club.

**Q. What uniforms will the new club wear?**

A. It can be anticipated that youth and minis teams will continue to wear the *claret and black* of Cordova Bay or the *gold and blue* of Gordon Head, at least for the coming season. Longer-term the club will likely incorporate the colours of both clubs - perhaps the *claret* from Cordova Bay and the *blue* from Gordon Head. Barcelona, anyone?



*Please note this rendering has not been approved by either the CBSC or GHSA Board of Directors.*

**Q. What about increased travel for practices and games?**

A. For some teams there will be no change in the location of their practices and games. It is expected that gold-level teams will train and/or play games at both home fields (i.e. Lochside or Tyndall), while silver and bronze teams will train and play at only one facility. Minis teams will most likely continue to practice at facilities closest to their home and play games at Lochside or Lambrick parks.

Travel time between Tyndall Park and Lochside Park is no longer than ten minutes, and for some CBSC members Tyndall Park is actually closer than Lochside Park.

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**Q. What are the milestone events and their associated timelines?**

1. Agreement in principle between the Board of Directors of both clubs to explore amalgamation. **JANUARY 2009**
2. Joint player evaluations. **MARCH/APRIL 2009**
3. Retain consultant to provide advice and direction on partnership options. **MARCH 2009**
4. Open House for club membership. **APRIL 2009**
5. Agreement between the two clubs as to which model – merger, amalgamation, subsidiary societies, new society or strategic alliance – to pursue. **APRIL 2009**
6. Formation of an inter-club committee to develop a new Constitution and Bylaws. **MAY 2009**
7. Special resolutions from both clubs authorizing directors to sign jointly a Constitution and Bylaws. **MAY/JUNE 2009**
8. Request a special AGM of LISA Presidents to ask for approval for acceptance of new club **JUNE 2009**
9. Presentation and approval of Constitution and Bylaws at AGM. **JUNE 2009**
10. Approval from club membership. **SEPTEMBER 2009**

**Q. When is Cordova Bay Soccer Club’s 2009 Annual General Meeting?**

- A. The AGM is set for May 21, 2009 at the Lochside Park Clubhouse. However the date for the AGM may be pushed back until late June to allow for approvals prior to proceeding to LISA.

**Q. Who do I contact for more information regarding the planned amalgamation?**

- A. Cordova Bay members should contact the Club President, Drew Smyth ([president@cordovabaysoccer.org](mailto:president@cordovabaysoccer.org)) with their questions or concerns about the amalgamation.

## AMALGAMATION WITH GORDON HEAD – Q & A’S

### Appendix A – Overall LISA Registration 2002-03 to 2008-09

#### Overall LISA Registration (U5-U18)

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Change
Bays United	Inc.	1379	1337	1358	1386	1401	1317	-62
<b>Cordova Bay</b>	<b>504</b>	<b>415</b>	<b>441</b>	<b>391</b>	<b>413</b>	<b>396</b>	<b>352</b>	<b>-152</b>
Cowichan Valley	Inc.	1281	1322	1345	1376	1220	1181	-100
Gordon Head	Inc.	930	900	936	969	897	819	-111
Gorge	Inc.	996	970	991	987	967	856	-140
Juan de Fuca	Inc.	1233	1197	1204	1273	1121	1098	135
Lakehill	Inc.	841	842	737	698	742	624	-199
Peninsula	Inc.	1077	953	964	902	885	738	-339
Prospect Lake	Inc.	616	634	600	582	549	493	-123
Salt Spring	Inc.	326	298	277	314	334	302	-24
Sooke	Inc.	363	396	384	404	335	319	-44
<b>TOTAL</b>	<b>Inc.</b>	<b>9457</b>	<b>9290</b>	<b>9325</b>	<b>9321</b>	<b>8847</b>	<b>8249</b>	<b>-1208</b>

#### Minis and Euros (U5-U12)

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Change
Bays United	Inc.	703	639	737	791	790	NA	NA
<b>Cordova Bay</b>	<b>240</b>	<b>200</b>	<b>216</b>	<b>249</b>	<b>240</b>	<b>243</b>	<b>200</b>	<b>-40</b>
Cowichan Valley	Inc.	710	554	838	838	746	NA	NA
Gordon Head	Inc.	482	448	538	566	516	NA	NA
Gorge	Inc.	577	527	546	550	561	NA	NA
Juan de Fuca	Inc.	761	671	794	852	745	NA	NA
Lakehill	Inc.	496	472	487	423	432	NA	NA
Peninsula	Inc.	560	414	472	438	467	NA	NA
Prospect Lake	Inc.	365	301	327	290	273	NA	NA
Salt Spring	Inc.	174	148	136	190	207	NA	NA
Sooke	Inc.	194	224	216	228	177	NA	NA
<b>TOTAL</b>	<b>Inc.</b>	<b>5222</b>	<b>4614</b>	<b>5340</b>	<b>5423</b>	<b>5119</b>	<b>NA</b>	<b>NA</b>

#### Youth (U13-U18)

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Change
Bays United	Inc.	676	698	621	595	611	NA	NA
<b>Cordova Bay</b>	<b>264</b>	<b>215</b>	<b>225</b>	<b>142</b>	<b>173</b>	<b>153</b>	<b>152</b>	<b>-112</b>
Cowichan Valley	Inc.	571	768	507	538	474	NA	NA
Gordon Head	Inc.	448	452	398	403	381	NA	NA
Gorge	Inc.	419	443	445	437	406	NA	NA
Juan de Fuca	Inc.	472	526	410	421	376	NA	NA
Lakehill	Inc.	345	370	250	275	310	NA	NA
Peninsula	Inc.	517	539	492	464	418	NA	NA
Prospect Lake	Inc.	251	333	273	292	276	NA	NA
Salt Spring	Inc.	152	150	141	124	127	NA	NA
Sooke	Inc.	169	172	168	176	158	NA	NA
<b>TOTAL</b>	<b>Inc.</b>	<b>4235</b>	<b>4676</b>	<b>3869</b>	<b>3898</b>	<b>3643</b>	<b>NA</b>	<b>NA</b>

*NOTE: Separate statistics for minis and youth registrations for other LISA clubs was not available at the time this Q & A was prepared.*

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### Appendix B - CBSC Team Formation History 2002-03 to 2008-09

	2002-03		2003-04		2004-05		2005-06		2006-07		2007-08		2008-09	
	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
<b>Full Field and Euros</b>														
U18G			18		19						18			
U18S						12	15					13		17
U17G	15	11	18	14					17				17	
U17S						15				18		17	16	
U16G	17		14	18			18							
U16S					14			15		17	15			
U16B					16						14			
U15G	32	30	13	15									15	15
U15S						15		18	16					14
U15B									15					
U14G	29	29	14	29	15	15					15	15	15	
U14S						18	14	16	16	16		18		
U14B							16							
U13G	16	30	31	12	14			14	14	15	14		15	14
U13S					15			17		16	16	15		15
U12G	34	21	18	23	13	9	11	12	11	12	12	9	8	
U12S					13	10	20	13	22		13	10		
<b>Sub-total</b>	<b>143</b>	<b>121</b>	<b>126</b>	<b>111</b>	<b>119</b>	<b>94</b>	<b>111</b>	<b>88</b>	<b>127</b>	<b>94</b>	<b>116</b>	<b>82</b>	<b>86</b>	<b>75</b>
<b>Transfers</b>	NA	NA	NA	NA	NA	NA	<b>31</b>	<b>30</b>	<b>30</b>	<b>25</b>	<b>34</b>	<b>26</b>	<b>23</b>	<b>18</b>
<b>Pctg</b>	NA	NA	NA	NA	NA	NA	<b>28%</b>	<b>34%</b>	<b>24%</b>	<b>27%</b>	<b>29%</b>	<b>32%</b>	<b>27%</b>	<b>24%</b>
<b>Minis</b>														
U11	32	18	23	10	31	22	32	10	17	18	15	14	24	19
U10	39	22	21	20	28	9	21	14	32	10	27	20	19	15
U9	54	22	32	10	25	11	19	11	19	12	23	15	14	11
U8	41	11	17	11	21	9	27	8	23	13	20	12	18	15
U7	56		32		60		17	13	23	4	21	10	15	13
U6							23	9	17	11	13	7	15	4
U5											3	2	4	4
<b>Sub-total</b>	<b>222</b>	<b>73</b>	<b>125</b>	<b>51</b>	<b>165</b>	<b>51</b>	<b>139</b>	<b>65</b>	<b>131</b>	<b>68</b>	<b>122</b>	<b>80</b>	<b>109</b>	<b>81</b>
<b>Transfers</b>	NA	NA	NA	NA	NA	NA	<b>22</b>	<b>15</b>	<b>27</b>	<b>12</b>	<b>22</b>	<b>26</b>	<b>24</b>	<b>27</b>
<b>Pctg</b>	NA	NA	NA	NA	NA	NA	<b>16%</b>	<b>23%</b>	<b>21%</b>	<b>18%</b>	<b>18%</b>	<b>33%</b>	<b>22%</b>	<b>33%</b>
<b>TOTAL</b>	<b>365</b>	<b>194</b>	<b>251</b>	<b>162</b>	<b>284</b>	<b>157</b>	<b>250</b>	<b>153</b>	<b>258</b>	<b>162</b>	<b>238</b>	<b>162</b>	<b>195</b>	<b>156</b>
<b>Transfers</b>	NA	NA	NA	NA	NA	NA	<b>53</b>	<b>45</b>	<b>57</b>	<b>37</b>	<b>56</b>	<b>52</b>	<b>47</b>	<b>45</b>
<b>Pctg</b>	NA	NA	NA	NA	NA	NA	<b>21%</b>	<b>29%</b>	<b>22%</b>	<b>23%</b>	<b>24%</b>	<b>32%</b>	<b>24%</b>	<b>29%</b>