



Canadian Soccer Association

Strategic Activities 2009–2013

*Leading Canada to
victory and Canadians
to a life-long **passion**
for **soccer**.*



Strategic Priority 1. Wellness to World Cup - Wellness to World Cup is the Canadian Soccer Association’s Long-Term Player Development (LTPD) plan, which proposes the adoption of a scientific and practical “made in Canada” model for player development that not only promotes lifelong wellness for Canadians of all playing abilities, but promotes excellence within the area of elite competition through the following objectives:

1.1 DEVELOPMENT – STRATEGIC DIRECTIONS AND ACTIVITIES

1.1.1 Define a clear **philosophy** and realistic **pathways** for the development of Canadian players from first kicks through emerging talent to top-level professionals.

Code	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Launch Wellness to World Cup – LTPD Vol. 1 = which defines the player skills desired for each stage of development.	Document and Brochure	Change in all aspects of the game to align with LTPD.	CSA TD	LTPD Work Group	CSA Staff
B	2009	Wellness to World Cup – Technical Vol. 2 = outlines all aspects of player development at each stage in the LTPD pathway; a comprehensive guide to training, competition, and recovery planning at all stages.	Document	Technical knowledge which provides a base player and coach development	CSA TD	LTPD Work Group	CSA Staff
C	2009	Wellness to World Cup – System Vol. 3 = address the player development system, including review of the competition structure in Canada, coach education programs aligned with LTPD, the system of National Training Centers (NTCs) etc.	Document Implementation Plan	A rationale player and coach development resulting in improved participation and performance	CSA TD	LTPD Work Group	CSA Staff
D	2010	Wellness to World Cup – Bonus Vol. 4 = This process will also look at the state of Canadian CP, Futsal and beach soccer programs as well as Soccer’s role in the health of the nation	Document Implementation Plan	Demonstrated inclusion of all aspects of the Games contributing the health and wellness of Canadians	CSA TD	LTPD Work Group	CSA Staff
E	2008 ongoing	Implementation and Communications Plans for the Wellness to World Cup series	Plans	Can. Soccer community is aware, educated and act.	CSA TD & GS	LTPD Work Group	CSA Staff
F	2008	Introduce and implement a coordinated playing concept that is central to improving Canadian players	Guide	Consistency in programming across Canada	CSA TD	LTPD Working Group	CSA Staff

G	2008	Establish clear roles and responsibilities for technical staff and administrators; integrate “player-centered” concept into CSA policies	Technical Operations Guide	Clear strong collaborative leadership by the CSA	CSA TD & GS	CSA TD & GS	CSA Staff
H	2010	Ensure the broader pool of national coaches is continuously developing professionally	Action Plan	More high quality Canadian coaches	CSA TD	CSA TD	CSA Staff

1.1.2 Increase ‘quality’ grassroots participation.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Provide a FUNdamentals (Mini Soccer First Kicks) play book and DVD for parent-coaches; link parent-coaches to mentors.	Playbook DVD	Enjoyment of the Games and higher levels of skill in Canadian players	CSA TD	Designated Staff	CSA Staff
B	2009	Ensure skill development in training and games is more important than winning or losing at the Learning to Train stage.	Skills Program		CSA TD	CSA TD	CSA/Prov TD’s
C	2010	Address school and municipal (community) soccer to increase player numbers and improve the quality of facilities.	Guide, Standards & Partnerships		CSA TD	CSA TD	Prov. TD’s
D	2010	Produce an Active Start resource for teachers and parents to support soccer ‘play’ (the to-do list).	Guide Playbook DVD	Organized competition does not occur at this stage; no refereeing	CSA TD	Designated Staff	CSA/Prov. TD’s
E	2010	Provide readily available FUNdamentals resources to parents, coaches and clubs (e.g. World of Soccer website).	On-line	Mini soccer with appropriate ratio of training	CSA TD	Designated Staff	CSA Staff
F	2011	Encourage soccer-friendly playgrounds in Canada.	Guide	More places to play	CSA President & GS & TD	CSA GS	CSA Staff
G	annual	Maintain and grow the Mini Soccer Festival program	5% annual increase in festivals and participation	Introduction of soccer to more Canadians resulting in more registered members	CSA TD	Grassroots Manager	CSA and PSO Staff
F	2012	Partner with MSOs and other sports to ensure soccer supports the development of fundamental movement skills.	Partnerships and MOUs	Participation in other sports to develop physical literacy	CSA TD	Designated Staff	CSA Staff

1.1.3 Recognize soccer’s important role in the health of our nation through partnerships and programs with communities and schools as well as health sectors, resulting in new partners and initiatives for the game and wellness of Canadians.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2011	Create marketing strategies to offset facility operational costs e.g. Combine parent–child sessions at the same time.	Strategies	Enhanced quality of participation and Increased CSA-PT membership	CSA TD & GS	Designated Staff	CSA Staff
B	2011	Soccer for All – everyone can play; encourage all soccer participants to invest in quality Canadian soccer.	Guide		CSA President & GS	CSA GS	CSA Staff
C	2011	Adapt the field dimensions and game format to suit the participants’ needs and abilities; ensure the club is linked with the player throughout their career.	Guide		CSA TD	CSA TD	CSA Staff
D	2011	Provide leadership in the enhancement of ‘senior’ soccer including CIS, CCAA, Senior and Over 35 leagues.	Guide, Standards & Partnerships		CSA GS	CSA GS	CSA Staff
E	2012	Link soccer to evolving education initiatives.	Projects	Soccer increasing its contributing to the health and wellness of society	CSA TD & GS	CSA TD & GS	CSA Staff
F	2012	Link soccer to evolving health initiatives.	Projects		CSA GS	CSA GS	CSA Staff
G	2012	Encourage fair play in the spirit of ‘the game’.	Projects		CSA TD	CSA TD	CSA Staff

1.1.4 a) Increase the quality and quantity of **referees**, through an extensive program of education, support, and resources at community, provincial, and national levels. In the context of international soccer the ultimate goal of this strategy paper, for the development of officials of The Canadian Soccer Association (CSA), is the training of match officials for placement on FIFA's International List of Referees and Assistant Referees¹. CSA Referees Committee has the ultimate responsibility on behalf of the Board to evaluate outcomes in this area, while on a day to day basis the CSA Referee Director reports to the General Secretary.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 2013	Instructor Development	Introductory courses and continuing Accreditation	Additional Instructors, identification of potential Referee Coaches and continual education of those already instructing to provide a consistent base for referee development	CSA Referee Director	CSA Referee Director	
B	2008 2013	Assessor Development	Introductory courses and continuing Accreditation	New assessors trained and the continuation of the assessor accreditation program to ensure that evaluation techniques reflect the modern game requirements	CSA Referee Director	CSA Referee Director	
C	2008 2013	Ongoing dialogue with MLS and US Soccer in respect of CSA Referees involvement in MLS	Increased # of Canadian refereeing in MLS	Maintain the position of Canadian officials within MLS	CSA Referee Director	CSA Referee Director	
D	2008 2013	Succession Planning	A process for identifying talent for the future	An increased number of officials ready for any increase in the MLS /USL and W League and beginning to challenge for the International positions	CSA Referee Director	CSA Referee Director	
E	2008	Entry Level Course	Revised Entry Level Course material delivered to the Provincial Associations	Continual update of material as amendments to the Laws are received. Ensures a consistent entry level standard across the country	CSA Referee Director	CSA Referee Director	
F	2009	In Service Training	CSA prepared In-Service Training material	Ensures that education for advancement is consistent.	CSA Referee Director	CSA Referee Director	
G	2011	Long Term Referee Development	Train and coach and referees alongside the LTPD	Introduction of designated Referee Coaches to work on referee development	CSA Referee Director	CSA Referee Director	

¹ Referee Department 5yr Plan 2008 -2012

H	2008 2013	Examinations	Review and amend where necessary	Continual update of examination material to ensure they reflect the current doctrines	CSA Referee Director	CSA Referee Director	
I	2010	National List of Match Officials	Updated data base	CSA to hold information on all registered referees in Canada	CSA Referee Director	CSA Referee Director	
J	2008 2013	International List of Match Officials	Opportunities for the development of the FIFA Officials Annual training camps Ongoing dialogue with FIFA , CONCACAF	To maintain our international match officials at the highest levels demanded by FIFA and CONCACAF	CSA Referee Director	CSA Referee Director	
K	2008 2013	Regulations and Administration	implementation of the Regulations	Annual Review of the Regulations for the Registration and Control of Referees	CSA Referee Director	CSA Referee Director	
L	2008	Assessment Scheme	Competence based assessment scheme	All Referees Assessed using the same competencies in every Province	CSA Referee Director	CSA Referee Director	
M	2009	Recruitment	Support PA's	To provide ways that recruitment of match officials can be more effective	CSA Referee Director	CSA Referee Director	
N	2010	Retention	Sessions for coaches on how referees should be treated at the club level	Referees have longer careers.	CSA Referee Director	CSA Referee Director	
O	2011	Mentoring	CSA approved Mentor course	Introduction of mentorship programs alongside coaching for referees	CSA Referee Director	CSA Referee Director	
P	2008 2013	Fitness	Fitness training support programs	On line training material provided. Long term, sport scientist support for National List Officials	CSA Referee Director	CSA Referee Director	
Q	2009	Communication	Tools to establish greater communication with all referees	The ability to communicate direct with referees to provide information, advice and support from the CSA	CSA Referee Director	CSA Referee Director	

1.1.4 b) Increase the quality and quantity of **coaches** through an extensive program of education, support, and resources at community, provincial, and national levels.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
a-A	Ongoing	Increase the # of qualified coaches and professionals working with athletes at all levels.	Strategies	More players Better players	CSA TD	Designate d Staff	CSA Staff
a-B	2008	Adjust the current community coaching courses and increase the number of coach education courses – these courses shall set standards in collaboration with the NCCP	Trained Instructors Materials Courses Instructor Courses	Increased number of quality coaches in clubs	CSA TD	Designate d Staff	CSA Staff
a-C	2009 2010	Reinvigorate the A and B license courses; increase the number of advanced coaches in Canada – these courses shall set standards in collaboration with the NCCP.		Increased number of quality coaches in clubs, provinces and NT programs	CSA TD	Designate d Staff	CSA Staff
a-D	2009	Produce a soccer training course for talented players; establish recruiting service and training for coach educators.	Courses		CSA TD	Designate d Staff	CSA Staff
a-E	2010	Complete a review, throughout all levels, of women in coaching positions in soccer.	Implement the Plan’s recommendation	An equitable number of women in leadership positions	CSA TD	Designate d staff	CAAWS + PTSO Soccer Org.
a-F	2011	Teach sportsmanship and ensure every player has fun and can play.	Guide	Raise the standard of coaching (investing in players and parents, current and future)	CSA TD	Designate d Staff	CSA Staff

1.1.5 Increase the quality and quantity of administrators and club head coaches/technical directors through an extensive program of education, support, and resources at community, provincial, and national levels.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 2009 2010	Develop a quality club recognition program. Pilot a quality club recognition program. Implement a quality club recognition program.	Club Charter program	Increase quality club programs for developing players	CSA TD	CSA and PSO Tech. Staff	CSA PSO Regions Club
B	2008 2009	Support the establishment, training and support of paid technical directors and administrators guiding soccer training in all Canadian clubs.	Technical Director – Club Head Coach training and registry	Higher quality programs	CSA TD	CSA and PSO Tech. Staff	CSA PSO Regions Club
C	2008 2009	Develop and deliver a club head coach/technical directors education training opportunities (train the trainers)	Trained Instructors Materials Courses Instructor Courses	Increased number of quality coaches and programs in clubs and districts	CSA TD	CSA and PSO Tech. Staff	CSA PSO Regions Club
D	2008 2009	Define, roles, responsibility, structure, standards and programs of clubs, academies (non-profit and private), districts and regions	Clear definitions	Clarity resulting in a more cohesive system for development	CSA TD	CSA and PSO Tech. Staff	CSA PSO Regions Club

1.1.6 Re-align **competition** structures at community, provincial, and national levels to address proper ratio of training to competition, allowing for increased sophistication of annual periodized planning.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Re-align competition structures nationally, provincially and locally to address proper ratio of training.	Report	A system of competition that supports Canadian success	CSA TD	CSA TD	CSA Staff
B	2009	Address training and competition ratios and educate all organizations on LTPD for soccer.	Educational Information		CSA TD	CSA TD	CSA Staff
C	2011	Develop national regulations and standards for Futsal and Indoor Soccer	Roles, regulations and standards	A coordinated approach to Futsal Development	CSA TD	Designated Staff	CSA Staff
D	2011	Develop national regulations and standards for Beach soccer	Roles, regulations and standards	A coordinated approach to Beach Soccer Development	CSA TD	Designated Staff	CSA Staff
E	2009	Review the hosting Club Championship to maximize player development	Championships that support LTPD	Maximizing Player Development Opportunities	CSA TD	Designated Staff	CSA Staff
F	2009	Review the hosting Provincial All-Star to maximize player development		Maximizing Player Development Opportunities	CSA TD	Designated Staff	CSA Staff

1.1.7 Ensure quality opportunities are available for athletes with a disability to play to their level of capability.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2010	As part of the LTPD, work with CPC to develop a plan to maximize opportunities for athlete with a disability (AWAD) based on <i>No Accidental Champions</i> .	A Plan	The guidance to progressively move forward	CSA TD	Designated Staff	CSA Staff
B	2011	Develop national regulations and standards for CP soccer	Roles, regulations and standards	Maximizing CP Opportunities	CSA TD	Designated Staff	CSA Staff
C	2011	Implement the above Plan.	More training and competition opportunities	More AWAD player in soccer performing at high level	CSA TD	Designated Staff	CSA Staff

1.1.8 Support enhanced standards Canadian professional teams against global benchmarks.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2010	Expand the game in order to have more professional teams in Canada.	Action Plan Key Stakeholder MOU	More professional teams	CSA President & GS	CSA GS	CSA Executive/Board
B	2011	Develop an extensive system of linkages to professional clubs worldwide.	Action Plan and MOU template	More professional players worldwide	CSA TD & GS	CSA TD	CSA Staff

1.1.9 Provide guidelines and a framework for the development of quality training **facilities** nationwide for all levels of the game.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 Ongoing	Support the development of quality facilities for new and existing professional teams and international events.	Strategies	Increased access to quality facilities	CSA GS	CSA GS	CSA Staff
B	2011	Generate relationships with municipalities to develop indoor and outdoor facilities.	Strategies		CSA TD	Designated Staff	CSA & Prov. Staff

1.2 NATIONAL TEAMS – STRATEGIC DIRECTIONS AND ACTIVITIES

1.2.1 Achieve and sustain international success for our senior representative teams.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Men's Senior Team – develop and implement a comprehensive two and six year plan including training, competition, recovery, professional team relations, integrated support services ² . The Plan will provide stability and continuity in the development of international players.	A Plan which is being implemented	<ul style="list-style-type: none"> Men qualify for the FIFA World Cup in 2010 Round of 16 in 2018 Men Top 40 World Ranking and Top 3 in CONCACAF 	Men's National Team Coach	Men's National Team Coach	CSA Designated Coaching & Admin. Staff
B	2008	Men's Olympic (U-23) Team – develop and implement a comprehensive four and eight year plan including training, competition, recovery, professional team relations, integrated support services. The Plan will provide stability and continuity in the development of international players.	A Plan which is being implemented	<ul style="list-style-type: none"> Qualify for the 2012 Olympic Advance from Group Stage in 2016 	CSA TD	CSA National Staff Coaches	CSA Designated Coaching & Admin. Staff
C	2008	Women's Senior Team – develop and implement a comprehensive five year plan including training, competition, recovery, professional team relations, integrated support services. The Plan will provide stability and continuity in the development of international players.	A Integrated Plan, periodized to peak during qualification and major competition, which is being implemented	<ul style="list-style-type: none"> Women are top 3 Ranking in the World Women medal in 2011 World Cup 	Women's National Team Coach	Women's National Team Coach	CSA Designated Coaching & Admin. Staff
D	2008	Women's Olympic Team – develop and implement a comprehensive four and eight year plan including training, competition, recovery, professional team relations, integrated support services. The Plan should provide stability and continuity in the development of international players.		<ul style="list-style-type: none"> Women medal in; 2008 Olympics. 2012 Olympics and 2016 Olympics 	Women's National Team Coach	Women's National Team Coach	CSA Designated Coaching & Admin. Staff

² Support, minimally, includes; Head Coach, Team manager, 2 Assistant coaches, Goalkeeping Coach, Psychologist, Education advisor (youth teams), Physiotherapists, Team Doctor, Fitness preparation coach, IT/Video Coach, Equipment Manager.

E	2011	Establish a European location for national training camps.	Partnerships & MOUs	Improved performance	CSA National Coaches & TD	CSA GS & TD	CSA National Coaches
F	2011	Establish a Central American location for national training camps.	Partnerships & MOUs	Improved performance	CSA National Coaches & TD	CSA GS & TD	CSA National Coaches
G	2011	Establish partnerships with professional clubs in top leagues.	Partnerships & MOUs	Improved performance	CSA National Coaches & TD	CSA TD	CSA National Coaches
H	2008	Provide Technical Support for the CSA Technical Director and National Team Staff (two senior teams).	Technical & Sport Science Work Groups	Innovation and leadership in the technical area	CSA TD	CSA TD	CSA Staff
I	2010	Determine relationship between professional clubs and National Team – especially for the women’s game due to its state of evolution.	Policies and Guidelines	Improved environment for athlete international development	CSA President & VP National Teams	CSA VP National Teams	Designated Staff
J	2010	Review and establish policy and procedures in the area of minimum employment conditions, standards of living and career transition for National Team players not until professional club contracts.	Policies, Programs and Services	All National Team athletes living to the standard consistent with established policies	Executive Board	CSA GS	Designated staff

1.2.2 Utilize Road to Excellence best practices in the planning and integration of support teams to operate successful National Team programs.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 annually	Men U-20 Team – develop and implement a comprehensive three and seven year plan including training, competition, recovery, professional team relations, and integrated support services. The Plan will provide assistance for Canadian players, giving them optimal professional playing environments.	A Plan which is being implemented	Prepare players to be top quality professionals and senior National Team players. Qualify for the World Cup 2011, Round of 16 World Cup 2015	CSA TD	Program Head Coach	Team Manager & Staff
B	2008 annually	Women U19 Team – develop and implement a comprehensive four and eight year plan including training, competition, recovery, professional team relations, and integrated support services. The Plan will provide assistance for Canadian players, giving them optimal professional playing environments.	A Plan which is being implemented	Prepare players to be top quality professionals and senior National Team players. Qualify for the World Cup 2011, Round of 16 World Cup 2015	CSA TD	Program Head Coach	Team Manager & Staff
C	2008 annually	Men’s U 17 Team – develop and implement a comprehensive three and seven year plan including training, competition, recovery, professional team relations, integrated support services. The Plan will provide assistance for Canadian players, giving them optimal professional playing environments.	A Plan which is being implemented	Prepare players to be top quality professionals and senior National Team players. Qualify for the World Cup 2011, Round of 16 World Cup 2015	CSA TD	Program Head Coach	Team Manager & Staff
D	2008 annually	Women’s U17 Team – develop and implement a comprehensive five year plan including training, competition, recovery, professional team relations, integrated support services. The Plan will provide assistance for Canadian players, giving them optimal professional playing environments.	A Plan which is being implemented	Prepare players to be top quality professionals and senior National Team players. Medal in World Cup 2008, and World Cup 2012	CSA TD	Program Head Coach	Team Manager & Staff
E		Beach National Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Qualify for the World Cup	CSA TD	Program Head Coach	Team Manager & Staff

F	2009 annually	Futsal National Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Qualify for the World Cup	CSA TD	Program Head Coach	Team Manager & Staff
G	2009 annually	CP National Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Qualify for the 2008 and 2012 Paralympic Games	CSA TD	Program Head Coach	Team Manager & Staff
H	2009 annually	U-16 Men’s Developmental Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Increase of pool of talented players ready to perform at the next level	CSA TD	Program Head Coach	Team Manager & Staff
I	2009 annually	U-16 Women’s Developmental Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations, and integrated support services.	A Plan which is being implemented	Increase of pool of talented players ready to perform at the next level	CSA TD	Program Head Coach	Team Manager & Staff
J	2009 annually	U-15 Men’s Developmental Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Increase of pool of talented players ready to perform at the next level	CSA TD	Program Head Coach	Team Manager & Staff
K	2009 annually	U-15 Women’s Developmental Team – develop and implement a comprehensive four year plan including training, competition, recovery, professional team relations and integrated support services.	A Plan which is being implemented	Increase of pool of talented players ready to perform at the next level	CSA TD	Program Head Coach	Team Manager & Staff
L	2009	Review and update the Policy on Medical Matter and outline a Work Plan for the Sport Medicine Committee	Updated Policies	Quality support Canadian players	President	Sport Medicine Committee	Designated staff
M	2009	Review and establish policy and procedures in ethical areas including anti doping education.	Policies, Programs and Services All National Team athletes educated	No use of performance enhancing drugs by Canadian soccer players	Executive Board	Sec. Gen.	Designated staff

1.2.3 Enhance talent development through structured links between the youth game, provincial programs, national training centers, and the semi-professional / professional game in Canada, North America, and Europe.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Review the national system of national training centers including residency programs.	Report Recommendations	NTCs producing professional ready players	CSA TD	CSA TD	Designated Staff
B	2010	Create more high-quality training environments; national sport school curriculum (sport etude).	Program, Curriculum & Standards	Increase quality programs for developing players – better players in NTs and Canada more producing professional ready players	CSA TD	CSA TD	CSA Staff & Prov TD’s
C	2010	Facilitate talented Canadian athletes getting regular exposure to highly competitive environments in Canada or abroad.	NTCs and Support service		CSA TD	CSA TD	CSA Coaching Staff
D	2010	Establish curriculum to support a series of district or club centers for excellence.	Curriculum & Standards		CSA TD	CSA TD	Designated Staff
E	2010	Establish quality periodized annual training, competition, and recovery plans with appropriate high-level competition.	Annual plan templates		CSA TD	CSA TD	CSA Staff & Prov. TD’s
F	2011	Create partnerships with colleges and universities for establishing quality facilities and access.	Partnerships		Linkages to NTCs and NTs	CSA GS	CSA GS
G	2011	Utilize and integrate sport science and medicine to support LTPD and player safety	Programs & Research	Linkages to NTCs and NTs	CSA TD	Designated Staff	CSA Staff

Strategic Priority 2. Member Interaction - Building upon existing relationships, the CSA will further the development of tools, policies and procedures for use by Clubs, Districts and Provincial Associations, in an attempt to better the sport in Canada, while ensuring consistency of programs required to lead in the achievement of elite success. In addition, the CSA will work to expand current public and private, national and international relations, guaranteeing all members the opportunity to realize their full potential (whether as an athlete, coach, referee, volunteer or staff).

2.1 RELATIONS – STRATEGIC DIRECTIONS AND ACTIVITIES

2.1.1 Continued strengthening of relationships and representation within FIFA.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	ongoing	Attendance and representation at FIFA Congresses and important meetings	Attendance at meeting	Improved relationship and commitment of FIFA to CSA Strategic Priorities	President and Gen. Sec.	President	Executive
B	ongoing	Dialogue with FIFA President, Gen. Sec. and various staff.	Dialogue			President Gen. Sec.	Executive
C	2009	Increase Canadian representation on FIFA committees	Plan and then FIFA Committee Members			President Gen. Sec.	Executive

2.1.2 Continued strengthening of relationships and representation within the CONCACAF Region.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	ongoing	Attendance and representation at CONCACAF Congresses and important meetings	Attendance at meeting	Improved relationship and commitment of FIFA to CSA Strategic Priorities	President and Gen. Sec.	President	Executive
B	ongoing	Dialogue with CONCACAF President, Gen. Sec. and various staff.	Dialogue			President Gen. Sec.	Executive
C	ongoing	Increase Canadian representation on CONCACAF committees	Committee Members			President Gen. Sec.	Executive
D	ongoing	Development of CONCACAF sanctioned CSA properties (i.e. Nutrilite Can. Championships)	Properties	More of quality opportunities for players and referees	Gen. Sec.	CSA Hosting staff	Host Organizations

2.1.3 Continued development of relationships with various FIFA Member Federations.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2010	Reciprocal agreements with FIFA members for specific benefits to Canadian soccer (e.g. France, Germany, USFF, Italy etc.)	Four Agreements e.g. France FF	More of quality opportunities for players, coaches and referees	President Gen. Sec.	President Gen. Sec.	Technical Director
B	2011	Agreements with facilities (institutions) for training and development.	Agreements	More of quality training and competition preparation opportunities for players, coaches and referees	Gen. Sec.	Technical Director	Nat. Team Staff
C	2010	Agreements with professional clubs for training and development.	Agreements		Gen. Sec.	Technical Director	Nat. Team Staff
D	2010	Agreements with FIFA members for competition opportunities (e.g. Chile, South Korea etc.)	Competition Opportunities		Gen. Sec.	CSA Hosting Staff	TD & Nat. Team Staff

2.1.4 Ensuring proper relations with Provincial and Territorial partners.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	ongoing	Providing a leadership role in information sharing between PTs and from the PTs to the CSA regarding CSA's strategic priorities	Ongoing Dialogue, Committees, Meetings, Summits	Enhanced planning	Gen. Sec.	CSA Staff	P/TSO Executive and Staff
B	ongoing	Facilitate communication within the Canadian soccer community.		Unified soccer organizations in Canada	Gen. Sec.	CSA Staff	P/TSO Executive and Staff
C	ongoing	Support P/TSO strategic planning and initiatives	P/TSO strategic plans consistent with the CSAs	Unified soccer organizations in Canada	Gen. Sec.	CSA Staff	P/TSO Executive and Staff
D	ongoing	Make national staff available in PTs to support the strategic activities of the CSA and the PTs	CSA Staff in PT	Improved connection between CSA and PTs	Gen. Sec.	CSA Staff	P/TSO Executive and Staff
E	ongoing	Ensure consistent delivery of programs and services.	Program and services analysis	Seamless soccer development system	Gen. Sec. & P/TSO EDs	CSA & P/TSO Staff	P/TSO Executive and Staff

2.1.5 Strengthening relationships with the Federal Government on all levels including Sport Canada, and International Hosting.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	annual	Meet or exceed the national standards outlined in 2.2.3.	Reports	Sport Canada holds up CSA as a model NSO	Gen. Sec.	CSA Staff	Executive and Board
B	2010	Demonstrate to a number of Federal Ministries the value of having a relationship and investing in the CSA and Canadian soccer (e.g. multi-cultural, new Canadians etc.)	Plans	Investment	Gen. Sec.	CSA Business Dev. Staff	Executive and Board
C	2009	Demonstrate to Sport Canada the value of having a positive relationship and investing in the CSA and Canadian soccer	Plan	Sport Canada trusts CSA thus increasing investment in soccer	Gen. Sec.	CSA Business Dev. Staff	Executive and Board
D	annual	Completing annual reporting and submission requirements for Funding and Financial Reporting	Funding and Financial Reports	CSA is in good standing with Sport Canada	Gen. Sec.	CSA Business Dev. Staff	Executive and Board
E	quadrennial	Completing quadrennial reporting and submission requirements for Sport Canada's Sport Funding and Accountability Framework	Funding and Financial Reports	CSA is maximizing funding from Sport Canada	Gen. Sec.	CSA Business Dev. Staff	Executive and Board
F	2009	Partner with Sport Canada International Hosting Group for the hosting of major international soccer events.	Funded Events	Fed. Hosting programs increase investment in soccer	Gen. Sec.	CSA Hosting Staff	Executive and Board
G	2010	Develop a relationship with Sport Canada that recognizes Soccer's unique position in Canadian sport with respect to contributing to the health of the nation.	Communication Pieces	CSA is maximizing funding from Sport Canada	Gen. Sec.	CSA Business Dev. Staff	Executive and Board
H	2010	Work with the federal government regarding national infrastructure programs (i.e. Build Canada) to maximize investment in soccer facilities.	Communication Lobby	Fed. Infrastructure programs increase investment in soccer	Gen. Sec.	CSA Business Dev. Staff	Executive and Board

2.1.6 Strengthen relationships within the Canadian Multi-Sport Service Organizations.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2010	Aboriginal Sport Circle	Strategic Alliance	Enhanced participation and performances by aboriginal players, coaches, referees and volunteers	CSA TD	New CSA staff	Support Staff
B	2010	Active Living Alliance	Strategic Alliance	Enhanced participation and performances by athletes with a disability	CSA TD	New CSA staff	Support Staff
C	2010	AthletesCAN	Strategic Alliance	More players becoming leaders in Canadian sport	Nat. Team Staff	New CSA staff	Support Staff
D	2009	CAHPERD	Strategic Alliance	Improved soccer in schools	CSA TD	New CSA staff	Support Staff
E	2011	CCUPEKA	Strategic Alliance	Improved training of educators	CSA TD	New CSA staff	Support Staff
F	2008	Coaches Association of Canada	Strategic Relationship	Maximize CAC financial and human resource investment the CSA resulting in a top quality coaching education program	CSA TD	Coaching Education Staff	P/TSO Technical Staff
G	2010	Canada Games	Strategic Relationship	Maximizing Canada Games as a development event	CSA TD	Technical / Coaching Staff	P/TSO Technical / Coaching Staff
H	2011	Canadian Centre for Ethics in Sport	Strategic Alliance + Implementing FIFA Fair Play initiatives	Ensure soccer is embraces fair play and drug-free	CSA TD	New CSA staff	Support Staff
I	2010	Canadian Colleges Athletic Assoc.	Strategic Relationship	Enhanced level of soccer performance and training in colleges	CSA TD	New CSA staff	Support Staff

J	2009	Canadian Interuniversity Sport	Strategic Relationship	Enhanced level of soccer performance and training in universities	CSA TD	New CSA staff	Support Staff
K	ongoing	Canadian Olympic Committee	Strategic Partnership	Olympic qualification and medals	Sec. Gen.	New CSA staff	Support Staff
L	2011	Canadian Parks & Rec. Assoc.	Strategic Relationship	Enhanced quality of soccer programs and facilities at the municipal level	CSA TD	New CSA staff	Support Staff
M	ongoing	Canadian Sport Centers	Strategic Partnership	High quality integrated support teams enhancing training and performance of national teams	Nat. Team Staff	New CSA staff	Support Staff
N	2009	Canadian School Sport Federation	Strategic Alliance	Improved soccer in schools	CSA TD	New CSA staff	Support Staff
O	2011	Canadian Paralympic Committee	Strategic Alliance	Enhanced participation and performances by athletes with a disability	CSA TD	New CSA staff	Support Staff
P	2011	Coaches of Canada	Strategic Alliance	Improved support for soccer coaches	CSA TD	New CSA staff	Support Staff
Q	2012	CFLRI Canadian Fitness and Lifestyle Research Institute	Strategic Alliance	Quantifiable evidence of the benefits of soccer	CSA TD	New CSA staff	Support Staff
R	2012	Joint Consortium on Health	Strategic Alliance	Linking the benefits of soccer to health resulting increased benefits to the CSA and its members	CSA TD	New CSA staff	Support Staff
S	2009	National Coaching Institute	Strategic Relationship	A top quality coaching education program	CSA TD	Coaching Education Staff	P/TSO Technical Staff
T	2009	ParticipACTION	Strategic Alliance	Increased recognition of the benefits of soccer participation	CSA TD	New CSA staff	Support Staff

U		Podium Canada					
V	ongoing	Road to Excellence	Strategic Partnership	Funding support and high quality integrated support teams enhancing training and performance of national teams	Nat. Team Staff	New CSA staff	Support Staff
W	2011	Special Olympics	Strategic Alliance	Enhanced participation and performances by athletes with a disability	CSA TD	New CSA staff	Support Staff
X	2009	Sport Matters	Strategic Partnership	Contribute to strengthening sport in Canada	Sec. Gen.	New CSA staff	Support Staff

2.2 SERVICES – STRATEGIC DIRECTIONS AND ACTIVITIES

2.2.1 Provision of leadership, guidance, expertise, tools and other resources to the CSA membership including players, coaches, referees, volunteer and paid administrators.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	Ongoing	Ensure services available in both official languages.	Communication in French and English	All Canadians accessing CSA information	Sec. Gen.	CSA Comm. Dep't	Staff
B	Ongoing	Language training for CSA staff			Sec. Gen.	CSA Comm. Dep't	Staff
C	2009 2010	Review and recommend revisions to all levels of governance to ensure efficient delivery of programs and services.	Report	Efficient delivery of programs and services.	President	Sec. Gen.	Executive

2.2.2 Ensuring the implementation of volunteer development services for use at the local, provincial and national level.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Identify volunteer development services for use at the local, provincial and national level	A variety of services	Enhanced services at all levels	CSA staff?	CSA staff w/P/TSO staff	Staff
B	2009	Host national forums connecting and developing soccer expertise in Canada	Forums	Enhanced connectivity and capacity	CSA staff?	CSA staff w/P/TSO staff	Staff
C	2009 2010	Develop and deliver a plan to celebrate CSA's 100 th Anniversary	Plan and Events	A celebration w/legacies	CSA staff?	CSA staff w/P/TSO staff	Staff

2.2.3 Revamp internal and external reporting structures to be consistent with Sport Canada National Standards of National Sport Organization (NSO) governance.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 2010 2012	Ensure ongoing multi-year planning is completed and exceeds the standards required by Sport Canada.	A Strategic Plan Business Plan Communication Plan LTPD Plan	CSA operating at a higher quality in all aspects of the organization	CSA Executive and Board	General Secretary	Staff
B	Ongoing	Ensure the website is bilingual.	A bilingual website	All Canadians accessing CSA information	Secretary General	CSA Comm. Dep't	Staff
C	Ongoing	Ensure harassment and abuse policies and procedures are in place and readily available.	Harassment and abuse policies and procedures	A safe and welcoming environment	Secretary General	Designated staff	Harassment Prevention Committee CCES + PTSO Soccer Org.
D	Ongoing	Bilingual communication with National Teams.	Communications available in French and English	Clear communication in both languages	Secretary General	CSA Comm. Dep't	Staff
E	Ongoing	National Teams – Harassment and Abuse Awareness.	Regular seminars and info for all National Teams	An harassment and abuse free environment in national programs	Secretary General	National Team staff	Harassment Prevention Committee CCES and other MSOs
F	2010	Equity and access to all programs and services for women. In some cases special programs to increase accessibility to programs and services by women.	A Plan resulting in a full range of programs and services.	Increasing % of women involved in all aspects of the CSA towards matching % of female membership	Secretary General	Designated staff	CAAWS + PTSO Soccer Org.
G	2010	Develop plans and programs and service to include for persons with a disability.	Plan, Programs and Services	Increased participation and performance	Secretary General	Technical Director	CPC, SOC and other MSOs
H	2009	Complete a review, throughout all levels, of women in leadership positions in soccer.	Implement the Plan's recommendation	An equitable number of women in leadership positions	Secretary General	Designated staff	CAAWS + PTSO Soccer Org.

I	Ongoing	Ensure identification of membership exceeds Sport Canada standards including players, coaches, referees, volunteers and professionals as well gender, ethnicity (aboriginal), and persons with a disability.	Clear comprehensive demographic reports	Soccer utilizing its membership numbers to leverage increased revenues and influence	Secretary General	Designated staff	PTSO Soccer Org.
J	2012	Ensure the National Team programs have bilingual coaching capacity.	Action Plan	Athletes have the opportunity to develop in both languages	Secretary General	Designated staff	Staff
K	2009	Regular evaluation (including athletes' feedback) of National Teams – Program and Coach.	Evaluation Reports	Increasing quality of programs	Secretary General	Technical Director	Staff
L	2011	Complete a review, throughout all levels, of participation of under-represented groups.	A Review w/ recommendations	Increasing Sport Participation of Under-Represented Groups	Technical Director	Designated staff	Staff
M	2012	Develop plans and programs and service for aboriginal participants.	Plan, Programs and Services	Increased participation and performance	Technical Director	Designated staff	ASC and other MSOs

Strategic Priority 3. Sustainable Capacity - In striving to attain Sustainable Capacity, the Canadian Soccer Association aims to fulfill and exceed its mission through proper professional development, and the implementation of new operational and financial models. Based on those models, business operations will be guided by the following priority objective(s):

3.1 OPERATIONS – STRATEGIC DIRECTIONS AND ACTIVITIES

3.1.1 Clearly define and ensure adherence to roles and areas of responsibility within the Canadian Soccer Community.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2009-2013	Increased focus required on long-term vision, mission, values and planning (strategic and financial) and risk identification.	Values based decision making	Regular review to ensure increased focus is maintained	CSA Board	President	CSA & P/TSO staff
B	2008/9	Clarify the focus of CSA's Executive and Board (governance vs. operational focus)	Efficient decision making	Effective Operational	CSA Board	President	CSA & P/TSO staff
C	2009	Define roles, responsibilities and communication between CSA, PTs, Districts, Clubs, etc.	Clarity in Relationships	Working together in positive culture	CSA Board	President	CSA & P/TSO staff

3.1.2 Facilitate the implementation of best practices to ensure appropriate representation and sound decision making at all levels.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 (done)	Reassessment of Board structure – clarification of the role for the Executive Committee vs. remainder of the Board. (Starting in May 2008, the Board members will be involved in Committees.)	A Board structure consistent with non-profit organizations' best practices	High Quality Board Members resulting in strong leadership	CSA Board	President	CSA & P/TSO staff
B	2008 (done)	Reassessment of Board structure – size of the Board (full geographic representation).					
C	2008 (done)	Reassessment of Board structure – the nomination process.					
D	2008	Reassessment of Board structure – board members involved in Committee structure.					
E	2008 (done)	Reassessment of Board structure – revisit length of term. (The chairman of the Board is now elected for a 4 year term). The Provincial and Territorial representation remains the same.					

3.1.3 Implementation and adaptation of a new organizational structure consistent with previous studies and adapted to ensure the best delivery mechanism for soccer in Canada.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	ongoing	Implementation of a new organizational staff structure. (refer to new structure)	New staff structure.	More efficient organization	Exec.	President	Gen. Sec.
B	ongoing	Implementation of a new organizational volunteer structure. (refer to new structure)	New volunteer structure.	More efficient organization	Board	President	Gen. Sec.
C	2009	Board orientation and training.	Package Protocol Training Information	Improved capacity for the Board to provide strong leadership at the correct level	CSA Executive	President	Designated Staff
D	2009	Executive orientation and training.	Package Protocol Training Information	Improved capacity for the Board to provide strong leadership at the correct level	CSA Executive	President	Designated Staff

3.1.4 Revamped of internal and external reporting structures consistent with NSO governance (see Member Interaction).

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2009	Develop a mechanism to assess Executive performance.	Performance report	High performing Exec.	Executive	President	Gen. Sec.
B	2009	Develop a mechanism to assess Board performance.	Performance report	High performing Board	Executive	President	Gen. Sec.
C	2009	Improved Board reporting (e.g. timeliness and the volume).	Performance report	High performing Board	Executive	President	Gen. Sec.
D	2009/ 2013	Ensure regular senior (Gen. Sec. and National Coaches) performance assessments	Performance report and professional plans	High performing staff	President	President	VP Governance + Treasurer
E	2009/ 2013	Ensure regular staff performance assessments	Performance report and professional plans	High performing staff	Gen. Sec.	Gen. Sec.	Directors and Managers

3.1.5 Ensuring appropriate National staffing levels for the delivery of programming and future direction.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008 ongoing	Ensure proper to staffing to achieve the outcomes of the new approved strategic plan.	Review Staffing Plan Recommendations Staff Re-alignment New Staff	Proper staffing to allow the CSA to achieve major milestones.	Executive? President? Gen. Sec.	Gen. Sec.	HR and other CSA staff

3.1.6 Act prudently and with fiscal responsibility, accountability and conservativeness on a day-to-day basis to maintain financial stability.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2013	Create a minimum cash reserve target of three months of operation, i.e. 25% of the CSA's annual operating budget. The CSA Finance committee has recommended that this reserve be established by setting a line item in the budget until the target is reached.	A reserve target of approximately \$2,500,000.	Proper fiscal management and stability	Gen. Sec.	Financial Staff	CSA staff
B	2009	Pre-determined a five-year player registration levy.	Consistent fiscal management	Vibrant business	Board	President	Gen. Sec.
C	annually	A five-year budget/forecast.	Long-term picture of where the CSA will be	Proper fiscal management	Gen. Sec.	Financial Staff	CSA staff

3.2 BUSINESS – STRATEGIC DIRECTIONS AND ACTIVITIES

3.2.1 Maximization of current revenue sources.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	The CSA hire of a senior business development person to develop new properties and increase revenue potential of existing properties.	An organized and unified marketing strategy	Increased revenue	Gen. Sec.	Gen. Sec.	HR Staff
B	2009 ongoing	Establish a Business Advisory Committee with representatives from CSA, its Members and the business community.	Business Advisory	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff
C	ongoing	Maximizing gate receipts from home games through various approaches in addition to sponsorship and television revenues	Maximize Gate Receipts	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff
D	ongoing	Maximize revenue from Sport Canada funding opportunities	Maximize Funding	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff
E	ongoing	Maximize revenue from CSA sponsors partners based on enriching benefits	Maximize Properties	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff
F	ongoing	Maximize revenue from CSA merchandising	Maximize merchandising	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff
G	ongoing	Maximize revenue from CSA members based on services provided	Maximize Properties, Products and Services	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff

3.2.2 Create new revenue streams to reduce reliance on player's fees for the funding of operations.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2009	Establishment of a National Data Base.	A national data base	Increased revenue shared between the CSA and its Members	Gen. Sec.	New Business Dev. Staff	CSA Staff
B	2010	Establishment of (or reactivate) a foundation that is capable of providing charitable donation receipts to donors.	A Foundation by 2013	A fund for supporting the CSA and its Members	Gen. Sec.	New Business Dev. Staff	CSA Staff
C	2009 ongoing	New programs and services for members.	Maximize Properties, Products and Services	Increased revenue	Gen. Sec.	New Business Dev. Staff	CSA Staff

3.2.3 Continued development in the marketing of the sport of Soccer through strategic alliances with major funding, and media partners.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	ongoing	Canadian Olympic Committee strategic alliance primarily for the hosting of events e.g. women's Olympic qualifier	Strategic Alliance	Revenue generating events which benefit performance	Gen. Sec	Business Development Directors	CSA staff
B	ongoing	Expanded relationships and partnerships with three professional teams, MLS, W-League, CSL and USL	Partnership Agreement	Revenue generation and LTPD	Gen. Sec	Business Development Directors	CSA staff
C	ongoing	Ongoing positive relationships with media outlets	Convergence of soccer rights holders	Promoting of the Game, the CSA and its members	Gen. Sec	Business Development Directors	CSA staff

3.2.4 Secure new opportunities for hosting of domestic and /or international competition(s) for purposes of expanded revenue generation, sport promotion, and capacity building.

	Time	Strategic Activities	Output	Outcome	Authority	Resp.	Support
A	2008	Develop a four year hosting plan for the Women's team programs	National team playing regularly in Canada – generating revenue	Financially sustainable events which support enhanced performance	Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
B	2008	Develop a four year hosting plan for the Men's team programs					
C	2009 start	Bid for the FIFA Women's World Cup 2015	Winning the rights to host	Multiple benefits to soccer in Canada	Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
D	2011	Bid for the CONCACAF Olympic Women's 2012 Qualifier	The CONCACAF Olympic Women's 2012 Qualifier	Winning performance at no cost to Association and members	Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
E	2008	Potential Bid for the Peace Queen Cup 2010	The Peace Queen Cup 2010		Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
F	ongoing	Support the hosting of CONCACAF Gold Cup 2009/11/13	CONCACAF Gold Cup		Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
G	ongoing	Continued development of the Canadian Championships	Enhanced Can. Champs	Increased profile of soccer in Canada	Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff
H	ongoing	Development of a Canada Cup	A Canada Cup		Gen. Sec.	CSA Staff	P/TSO & Club Executive and Staff