



Canadian Soccer Association

Strategic Plan 2009 – 2013

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



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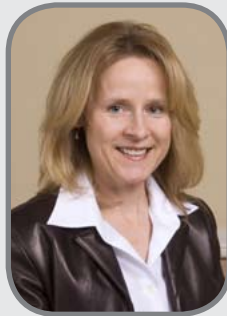
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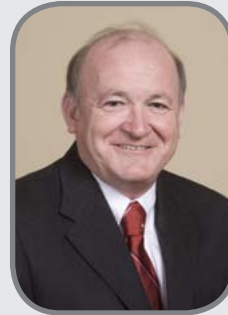
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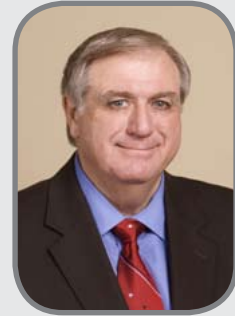
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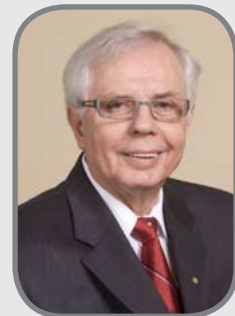
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With 208 member nations in FIFA, football (Soccer in Canada) is the most practiced sport in the world. In Canada, Soccer is the number-one participatory sport.

The Canadian Soccer Association has the privilege and responsibility to oversee all aspects of Soccer in our country. The Association accomplishes its mission in collaboration with the professional teams and the provincial and territorial associations, thanks to the participation of thousands of passionate coaches, referees and administrators. The Association is determined to fully assume its responsibilities.

To fully fulfill its role at the heart of Canadian Soccer, the Association must adapt to changes. The new challenges must be confronted with a firm determination to improve the performances of our national teams through the development of our players and coaches across the country.

This first strategic plan outlines the three main priorities of our Association and underlines how the Association will, through well-defined strategic actions, reach the objectives it has established for itself.

To accomplish this, we need your contributions and we must count on the collaboration of all those who are passionate for our sport. It is time to put aside our differences and work together in the same direction.



Peter Montopoli
General Secretary

As we collectively embark on the implementation of the new CSA Strategic Plan 2009 - 2013, it is important to note the significant impact which the sport of Soccer has had on Canadians:

- In a society of declining general sport youth participation, the sport of Soccer has been the one shining star with massive increases in participation levels across all youth levels (20% of all youth aged 5 – 14 participate in the sport of Soccer),
- Recent success in hosting the FIFA U-20 World Cup Canada 2007 has shown the significant interest and appetite for International level Soccer in our country.

To continue to foster the growth and development of the sport in Canada, the timing is right for the CSA to take a leadership position within the Soccer community. The CSA Strategic Plan 2009 – 2013 should be seen as the start, not the end, in building this leadership position as it forms the building block for the future of the sport.

As Soccer continues in its growth across the entire country, there will be significant opportunities for the CSA to further develop its brand and position the sport as the premiere sport in our Country. As such, the CSA Strategic Plan 2009 – 2013 will provide the necessary roadmap to guide the sport through this exciting growth phase.

Major 2013 Milestones

25 million+ dollars

is the annual budget of the CSA

World Cup qualification

achieved by the Senior Men's National Team

A medal

*achieved by the Senior Women's National Team
at the World Cup or Olympics*

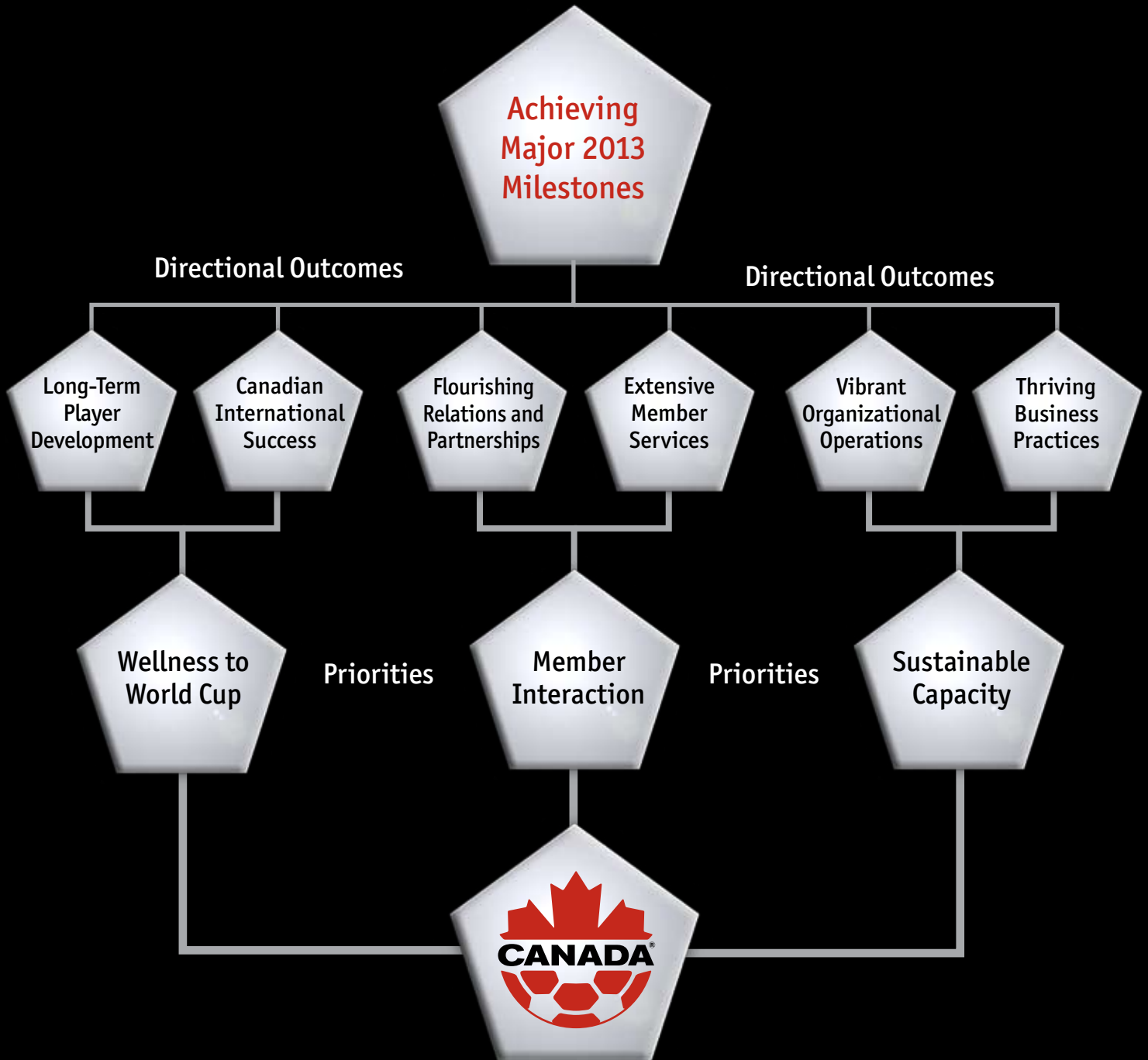
Secured a World Cup

winning the bid to host the FIFA Women's World Cup 2015

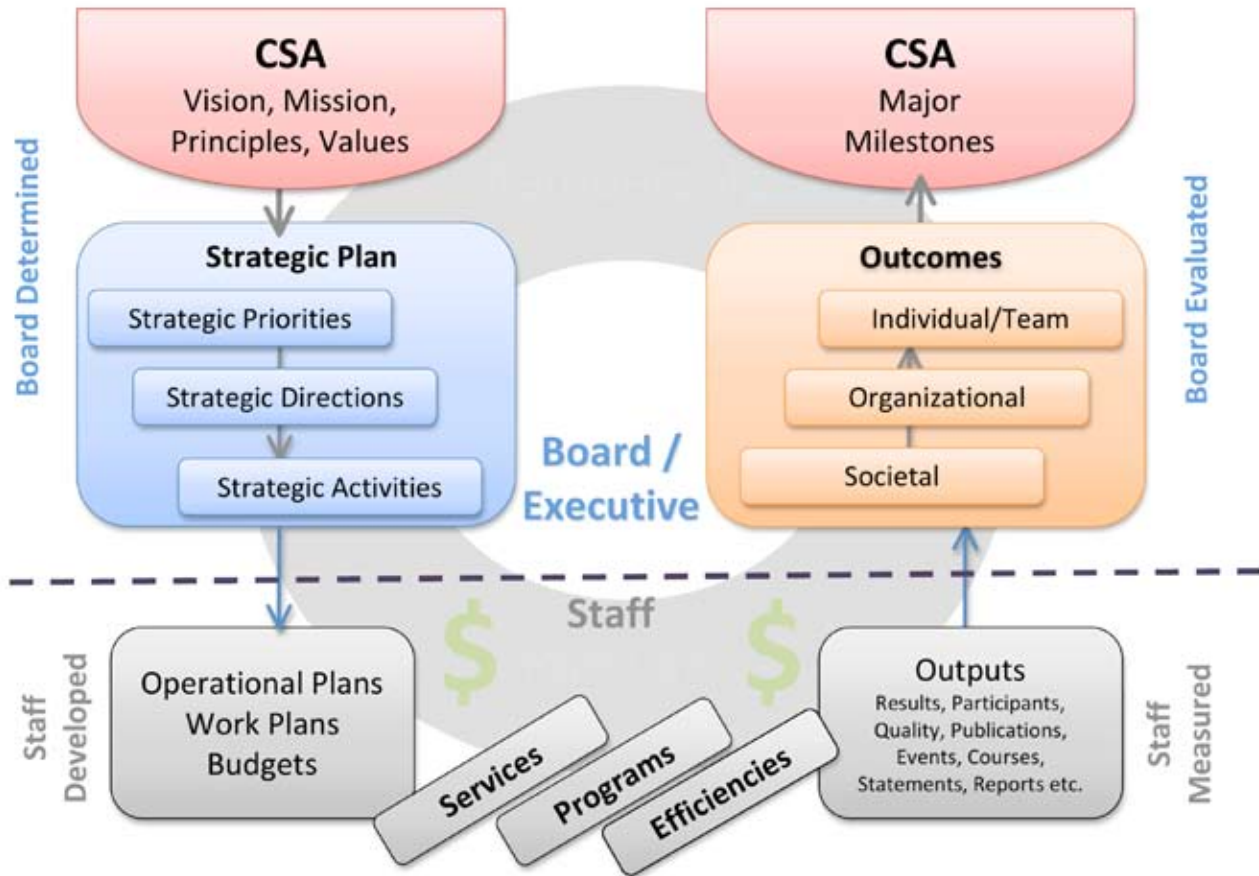
A million+ players

registered with the Canadian Soccer Association

Pathway for Success



Results Based Management



Way, Higgs and Montopoli 2008



Table of Contents

Executive Summary

Major 2013 Milestones	II
Pathway for Success	III
Results Based Management	IV

Table of Contents	1
--------------------------------	---

Glossary of Terms	2
--------------------------------	---

A) Introduction

A New Direction for the CSA.....	3
Development of the Strategic Plan.....	4

B) Who We Are

The Global Soccer Community	5
FIFA	5
CONCACAF	6
CSA.....	6
Vision	7
Mission.....	7
Values	8
Principles.....	8

C) Where We Want To Be

CSA's Strategic Priorities	9
1. Wellness to World Cup	
Where We Are Now.....	10
Where We Are Going: Strategic Directions.....	12
2. Member Interaction	
Where We Are Now.....	13
Where We Are Going: Strategic Directions.....	14
3. Sustainable Capacity	
Where We Are Now.....	15
Where We Are Going: Strategic Directions.....	16
Pathway for Success	17

D) How Do We Get There?

Strategic Activities	18
----------------------------	----

E) Conclusion	20
----------------------------	----

F) Bibliography	21
------------------------------	----

Glossary of Terms

CAC (Coaching Association of Canada): a not-for-profit amateur sport organization with the mandate to improve the effectiveness of coaching across all levels of the sport system.

Canadian Sport Policy: a document that reflects the interests and concerns of 14 government jurisdictions, the Canadian sport community, and countless other organizations and agencies that influence and benefit from sport in Canada. It seeks to improve the sport experience of all Canadians by helping to ensure the harmonious and effective functioning, and transparency of their sport system.

COC (Canadian Olympic Committee): a national, private, not-for-profit organization committed to sport excellence and responsible for all aspects of Canada's involvement in the Olympic movement.

CONCACAF (the Confederation of North, Central American and Caribbean Association Football): the continent-wide governing body for football in North America, Central America and the Caribbean; one of the six continental confederations affiliated with FIFA.

CONMEBOL or CSF (Confederación Sudamericana de Fútbol, South American Football Confederation): the governing body of football in most of South America.

CSA (Canadian Soccer Association): the national sport governing body dedicated to provide leadership in the pursuit of excellence in soccer, nationally and internationally, in cooperation with its members and partners.

FIFA (Fédération Internationale de Football Association): the World governing body for soccer.

LTPD (Long-Term Player Development): a plan, based on the 7-stage Canadian model of Long-Term Athlete Development (LTAD), that proposes the adoption

of a scientific and practical model for player development that promotes life-long wellness for all Canadians and promotes excellence within the arena of elite competition.

MLS (Major League Soccer): a professional soccer league with 13 teams in the United States and one team in Canada, Toronto FC.

NTC (National Training Centre): is where the nationally identified players train with the best players in the hope of making National Youth Teams. A high standard of training and commitment is expected and the athlete is monitored through four scouting weekends each year.

NCCP (National Coaching Certification Program): coach training and certification program for 65 different sports.

NSO (National Sport Organization): government sanctioned organizing body within a nation.

OFC (Oceania Football Confederation): charged with the task of servicing and administering the game of football in the Oceania region for its 11 member associations.

PSO (Provincial Sport Organization): CSA and government sanctioned organizing body within a provincial jurisdiction within Canada.

TSO (Territorial Sport Organization): CSA and government sanctioned organizing body within a territorial jurisdiction within Canada.

UEFA (The Union of European Football Associations): the governing body of soccer for the continent of Europe.

USL (US Soccer League): a soccer league with multiple leagues including a first division which includes two Canadian teams in Canada, Montreal Impact and Vancouver Whitecaps.

A) Introduction

A New Direction

The **Canadian Soccer Association** (CSA) is at a pivotal moment in its existence. The challenges of being positioned as a major-sport body in Canada and enduring as a competitive power in the world of soccer require a new way of developing and operating our sport at all levels. The purpose of the CSA Strategic Plan is to identify how the CSA can build a coordinated approach to achieve Canadian soccer's aspirations for the 2009-2013 period. The Strategic Plan includes the organization's vision, mission, values, principles and strategic priorities, directions and activities as agreed to by the Board of Directors.

The Strategic Plan and the Strategic Activities are living documents which require on-going monitoring and consultation with all CSA members to further develop, implement and execute the Strategic Priorities. The Strategic Plan answers the question, "how best do we get to where we want to be?" The intent is to enhance existing programs and introduce new opportunities for CSA members to contribute to the betterment of soccer in Canada. As such, five year plans and budgets will be developed and evaluated on an annual basis. Those results will be communicated to members for ongoing implementation and adjustment.



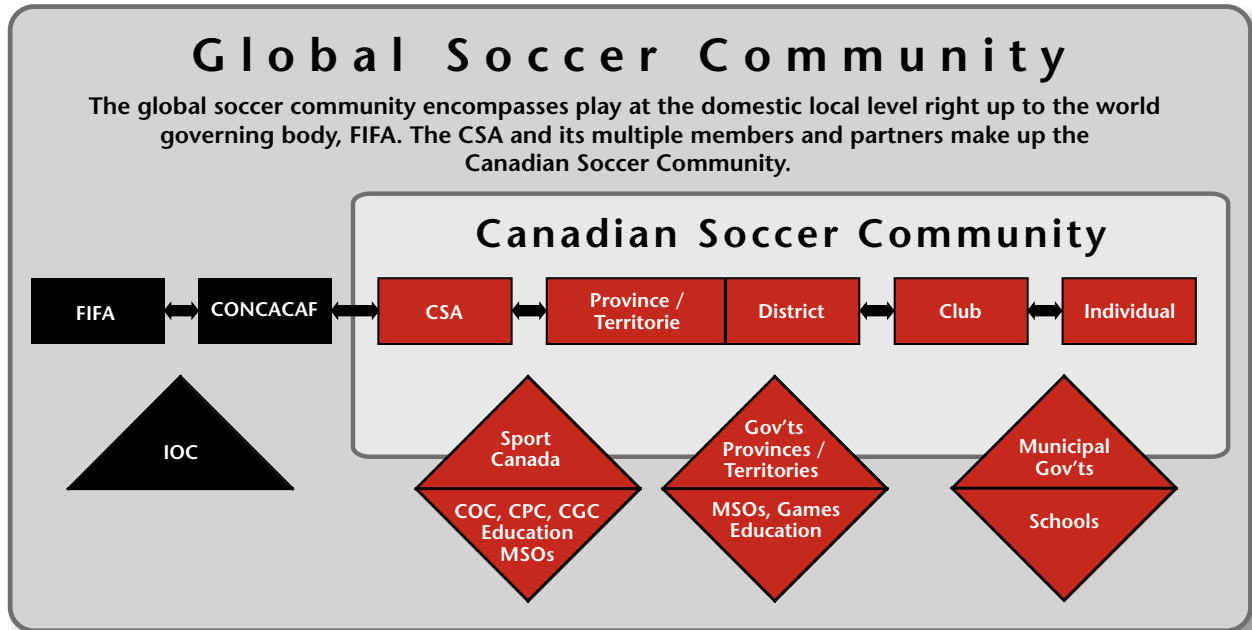
Photo: FIFA / foto-net

Development of the
Strategic Plan

The development of the **2009-2013 CSA Strategic Plan** has been through an extensive series of meetings and reports dating back to the year 2000. The process, outlined below, highlights the gathering of information which is reflected in this Plan. Soccer leaders in Canada, with the support of a series of consultants, have identified strengths, weaknesses, threats and opportunities to determining ‘where we are now’ and the strategic directions for ‘where we want to be’.

2000	<ul style="list-style-type: none"> • The Road to Success – Blueprint for the Expansion of the CSA
2005	<ul style="list-style-type: none"> • CSA Statement of Priorities • Planning to Plan Workshop 2005 AGM • Deloitte & Touche Study – Organization Review • Recommendations CSA Partnership – A Way Forward 2006 and Beyond • National Teams Vision 2014
2006	<ul style="list-style-type: none"> • Making a Difference with Effective Governance – Rachel Corbett • Working Together to Achieve Excellence – CSA Referees Committee Report
2007	<ul style="list-style-type: none"> • CSA's Areas of Emphasis & Strategic Framework 2009-2013 Draft • Wellness to World Cup (LTPD), First Edition, Board Approved • Meeting with Sport Canada on completing a Strategic Plan • CSA Executive Committee Strategic Planning Development
2008	<ul style="list-style-type: none"> • Board of Directors Strategic Planning Development • Consultation • CSA AGM – Approval of CSA Strategic Plan 2009-2013
2008	<ul style="list-style-type: none"> • Strategic Plan; Consultation on Strategic Activities • Strategic Plan; Strategic Activities, Board Approval • Submission of Strategic Plan to Sport Canada
2009	<ul style="list-style-type: none"> • Soccer Summit • Business Plan Development and Approval • Wellness to World Cup Implementation
2010-11	<ul style="list-style-type: none"> • Strategic Plan 2009-2013 – Mid-term Review
2012	<ul style="list-style-type: none"> • CSA Strategic Plan 2014-2018 Development and Consultation
2013	<ul style="list-style-type: none"> • CSA AGM – CSA Strategic Plan 2014-2018 Board Approval

The Global Soccer Community



FIFA

Founded in Paris, France in 1904, FIFA, Federation Internationale de Football Association, is presently a 208 Member Association with a primary mission to 'Develop the Game, Touch the World, Build a Better Future'.

The FIFA Member Associations are primarily responsible for governing football within their respective country while ensuring promotion of the sport in all of its forms. Member Associations are also affiliated with their continental governing bodies, namely the AFC (Asia) with 46 National Associations, CAF (Africa) with 53 National Associations, CONCACAF (North and Central America and the Caribbean) with 35+5 National Associations, CONMEBOL (South America) with 10 National Associations, the OFC (Oceania) with 11 National Associations, and UEFA (Europe) with 53 National Associations.

The Global Soccer Community

CONCACAF

The Confederation of North, Central America and the Caribbean Association Football, CONCACAF, is one of six continental confederations of FIFA serving as the governing body for soccer in this part of the world.



It is composed of 35 National Associations from Canada in the North to Surinam in the South plus five French confederates. As the administrative body for the region, CONCACAF organizes competitions, offers training courses in the technical and administrative aspects of the game, and helps to build football throughout the region. The organization of competitions includes the Gold Cup along with qualifying tournaments for FIFA events, such as the FIFA Men's and Women's World Cups, FIFA World Championships at youth levels, along with beach football and futsal.

CSA

Founded in 1912, the CSA is Canada's largest sport governing body. Ranked 10th in the World in terms of registered players, Canada has the 3rd most female players, just behind the US and Germany, and stands 7th in youth registration numbers.



Supporting 11 National Teams, Canada has competed in some of the World's most prestigious events. The Canadian men took part in the FIFA World Cup Mexico 1986, and two Olympic Games, in 1984 and, 1904 where the nation won Gold. In 2008, the National Women's Team will participate in the Olympics in Beijing for the first time!

In addition to competing in World class events, Canada has hosted three very successful FIFA competitions as well including the first ever FIFA U-19 Women's World Championship in 2002, and more recently, hosted the FIFA U-20 World Cup Canada 2007, setting a new FIFA U-20 World Cup record of 1.2 million spectators. The Tournament was the largest Canadian single-sport sporting event ever, generating \$259M in economic impact, and employment opportunities of 1,686 full year jobs.

Canadian Soccer Association

Vision ...

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

Canadian Soccer Association

Mission ...

*To provide leadership in
the pursuit of excellence
in soccer, nationally
and internationally, in
cooperation with its
members and partners.*



Values ...

The Beautiful Game:

The CSA promotes participation in an enjoyable environment, free from discrimination and harassment, guided by the principles of fair play, moral and ethical behaviour.

Excellence:

The CSA leads the drive for excellence in players, coaches, officials, volunteers and professionals.

Quality Development:

The CSA sets national standards for skill development, coordinated support services, appropriate training and competition according to the age and stage of growth and development, with qualified coaching and officiating.

A Player-Centered Approach:

The CSA ensures that its decision-making is based on a player-centered philosophy.

A Positive Soccer Environment:

The CSA and its members build community pride and promotes soccer as a powerful vehicle for the enhancement of health and wellbeing.

Principles ...

**As the CSA moves forward,
we all must keep our eyes on the ball...**

- English / French
- Best Governance Practices
- Diversity / Inclusion
- Timely and Accurate Communication
- Trust / Fairness / Respect
- Best Business Practices
- Transparent / Accountable / Accessible
- Collaboration / Cooperation



CSA's Strategic Priorities

1. Wellness to World Cup																	
1.1 Development <ol style="list-style-type: none">1. LTPD2. Grassroots3. Health of the Nation4. Referees & Coaches5. Administrators6. Competition7. Players with a Disability8. Professional Teams9. Facilities	1.2 National Teams <ol style="list-style-type: none">1. National Team Success2. National Team Support3. Linkages <table><thead><tr><th>Men's</th><th>Women's</th></tr></thead><tbody><tr><td>• Senior</td><td>• Senior</td></tr><tr><td>• U-23 Olympic</td><td>• Olympic</td></tr><tr><td>• U-20</td><td>• U-20</td></tr><tr><td>• U-17</td><td>• U-17</td></tr><tr><td>• CP</td><td></td></tr><tr><td>• Beach</td><td></td></tr><tr><td>• Futsal</td><td></td></tr></tbody></table>	Men's	Women's	• Senior	• Senior	• U-23 Olympic	• Olympic	• U-20	• U-20	• U-17	• U-17	• CP		• Beach		• Futsal	
Men's	Women's																
• Senior	• Senior																
• U-23 Olympic	• Olympic																
• U-20	• U-20																
• U-17	• U-17																
• CP																	
• Beach																	
• Futsal																	
2. Member Interaction																	
2.1 Relations <ol style="list-style-type: none">1. FIFA2. CONCACAF3. FIFA members4. PSOs / TSOs5. Federal Government6. Multi-Sport Organizations	2.2 Member Services <ol style="list-style-type: none">1. Leadership and resources to players, coaches, referees, volunteers and paid administrators2. Volunteer services at the local, provincial and national level3. Reporting structures to Sport Canada National Standards																
3. Sustainable Capacity																	
3.1 Operations <ol style="list-style-type: none">1. Roles & Responsibilities2. Decision Making3. Organizational Structure4. Governance5. Staffing6. Fiscal responsibility and accountability	3.2 Business <ol style="list-style-type: none">1. Current Revenue2. New Revenue3. Marketing and Media Partnerships4. Domestic and International Event Hosting																

Where We Are Now

Strength and Weaknesses

1.1 Development

- #1 participation sport in Canada - note from 1992 to 2005 overall sport participation by Canadian children decreased from 57% to 51%, in contrast, soccer increased from 12% to 20%
- Canadians are recognizing the value of physical activity
- Large number of female participants
- Implementing a new player development pathway
- 75% of budget supports player development and National Teams
- CSA, with PSOs, operating five National Training Centres
- Five W-leagues team: Laval, Hamilton, Toronto, Ottawa and Vancouver
- One MLS team: Toronto FC; Two USL 1 teams: Montreal Impact and Vancouver Whitecaps
- In 2008, Canada was awarded one entry into the CONCACAF Champions League

1.2 National Teams

- Since 2001, Canada has qualified for 10 of the last 12 Senior and U20 World Cups, tied for 4th among FIFA's 208 nation members, only USA, Brazil and Germany have done better.
- Women's National Team *
 - 9th in the World, 2nd in CONCACAF
- Men's National Team *
 - 77th in the World, 5th in CONCACAF
- One of the finest Women's programs in the World
- National teams have good results to build on
- Lack of professional player opportunities in Canada, male and female

* as of July 31, 2008

Benchmarks

1.1 Development

- Total Player Registration: 867,869
- Total Registration for Females: 366,510 (42%)
- Total Registration for Males: 501,359 (58%)
- Total Registration for Youth Players (Under 18): 732,521 (84%)
- Total Registration for Senior Players (Over 18): 135,348 (16%)
- 148 professional players in the National Team system
- Canadians playing professionally
 - 65 globally (not including Can & US)
 - 6 Canadian professional players in MLS in US
 - 34 Canadian professional players in Canada (includes 9 in TFC in MLS)
- 23,015 referees (17,093 males and 5,922 females)
- 5 National Training Centres
- 139,420 NCCP registered coaches

BC – 22,668	NS – 4,435
AB – 17,616	NB – 2,778
SK – 3,952	PEI – 472
MB – 7,372	NLFD – 3,000
ON – 43,834	NUNAVUT – 203
QC – 32,578	NWT – 302
	YK – 210
- 1,505 clubs, 144 districts and 12 regions

BC – 77 Clubs, 41 Districts
AB – 95 Youth Clubs/92 Senior Clubs, 18 districts
SASK – 10 Clubs, 20 Districts
MB – 20 Clubs, 5 Districts
ON – 800 Clubs, 21 Districts
QUE – 350 Clubs, 18 Districts
NS – 70 Clubs, 7 Regions, 5 Districts
NB – 36 Clubs, 5 Districts
NFLD – 33 Clubs, 10 Districts
NWT – 5 Regions
PEI - 14 clubs
YK – 1 District

Benchmarks: 1.2 National Teams

Women		
Team	Results	Details and recent historical information
Women's Senior	Qualified for FIFA Women's World Cup China 2007, eliminated in the group stage	<ul style="list-style-type: none"> Team placed 4th at the FIFA Women's World Cup USA 2003 Eliminated in the group stage of the 1999 and 1995 World Cups
Women's Olympic Team (same as Senior)	Qualified for the Olympics for first time by placing in the top two in the 2008 CONCACAF Women's Olympic Qualification	<ul style="list-style-type: none"> In 2004 the USA and Mexico qualified from CONCACAF In 2000 and 1996 only USA qualified from CONCACAF
Women's U-20	Won CONCACAF qualifying for FIFA U20 World Cup Chile 2008	<ul style="list-style-type: none"> Qualified for FIFA U-20 World Championships Russia 2006 and eliminated in the group stage Qualified for FIFA U-19 World Championships Thailand 2004 made it to quarter finals Placed 2nd at the FIFA U-19 World Championships Canada 2002
Women's U-17	Placed 3 rd in CONCACAF tournament qualifying for the FIFA U-17 Women's World Cup New Zealand 2008	<ul style="list-style-type: none"> New international category
Men		
Team	Results	Details and recent historical information
Men's Senior	Qualified for 2 nd round of CONCACAF World Cup Qualifying for the FIFA World Cup South Africa 2010	<ul style="list-style-type: none"> Canada won the Gold Cup in 2000 and placed 3rd in 2007 & 2002 Canada was eliminated in Gold Cup in the group stage in 2005, 2003, 1996, 1993 and 1991 Participated in the FIFA Men's World Cup Mexico 1986
Men's U-23 (Olympic Team)	3 rd in 2008 CONCACAF Men's Olympic Qualification (top two teams qualified)	<ul style="list-style-type: none"> Canada last qualified for the Olympics Games in 1984
Men's U-20	24 th in FIFA U-20 World Cup Canada 2007, Have qualified for last four U20 World Cups	<ul style="list-style-type: none"> Qualified for the FIFA World Youth Championship Netherlands 2005 and did not advance from group stage Qualified for FIFA World Youth Championship UAE 2003, made it to the quarter finals
Men's U-17	Did not qualify for the FIFA U-17 World Cup Korea 2007 (5 CONCACAF teams qualified)	<ul style="list-style-type: none"> Canada has not qualified since 1995
Men's Beach	Chose not to participate in 2007 qualification	<ul style="list-style-type: none"> Reached the quarter finals of the FIFA Beach Soccer World Cup Rio de Janeiro 2006. Team surpassed all expectations by advancing to quarter finals Team did not qualify for inaugural event - FIFA Beach Soccer World Cup Rio de Janeiro 2005 (one CONCACAF rep)
Men's Cerebral Palsy	3 rd at the Parapanamerican Games 2007	<ul style="list-style-type: none"> Team finished 12th at the 2007 Cerebral Palsy International Sports and Recreation Association Football 7-a-side World Championship
Men's Futsal	Did not advance to the eight-team CONCACAF Final Round qualification tournament for the FIFA Futsal World Championship Chinese Taipei 2004	<ul style="list-style-type: none"> CSA created the National Futsal Program in January 2003 Inaugural FIFA championship was in 1989, the only time Canada qualified United States have qualified for 4 out of 5 events between 1989-2004, Cuba 3, Costa Rica 2

Strategic Directions

Wellness to World Cup is the CSA'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 life-long wellness for Canadians of all playing abilities, but promotes excellence within the arena of elite competition through the following objectives:

1.1. Development

- 1.1.1 Define a clear philosophy and realistic pathway for the development of Canadian players from First Kicks through emerging talent to top-level professionals.
- 1.1.2 Increase 'quality' grassroots participation.
- 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.
- 1.1.4 Increase the quality and quantity of coaches and referees through an extensive program of education, support, and resources at community, provincial, and national levels.
- 1.1.5 Increase the quality and quantity of administrators and club head coaches /

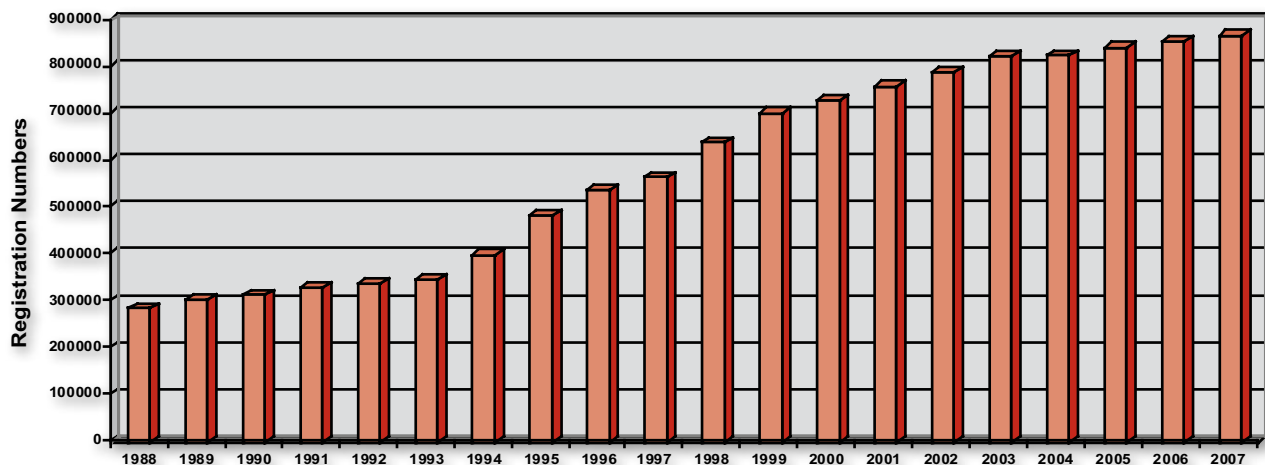
technical directors through an extensive program of education, support, and resources at community, provincial, and national levels.

- 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.
- 1.1.7 Ensure quality opportunities are available for athletes with a disability to play to their level of capability.
- 1.1.8 Support enhanced standards for Canadian professional teams against global benchmarks.
- 1.1.9 Provide guidelines and a framework for the development of quality training facilities nationwide for all levels of the game.

1.2 National Teams

- 1.2.1 Achieve and sustain international success for our senior representative teams.
- 1.2.2 Utilize Road to Excellence best practices in the planning and integration of support teams to operate successful National Team programs.
- 1.2.3 Create and enhance structured links between the youth game, provincial programs, national training centres, and the semi-professional / professional game in Canada, North America, and Europe.

Figure 1: Registration Growth 1988 – 2007



Where We Are Now

Strength and Weaknesses

Relations

- CSA has credibility and a strong relationship with FIFA and CONCACAF
- CSA has a strong relationship with Sport Canada

Member Services

- 2012 is 100th anniversary
- Cumbersome governance structure
- Unclear roles and responsibilities
- Poor communications strategy and execution
- Executive functions operationally as opposed to strategically
- Board lacks clarity of roles and functions
- Grassroots do not recognize membership benefits
- Community passion – incredible commitment and energy
- New Canadians linking to their community through soccer

Benchmarks

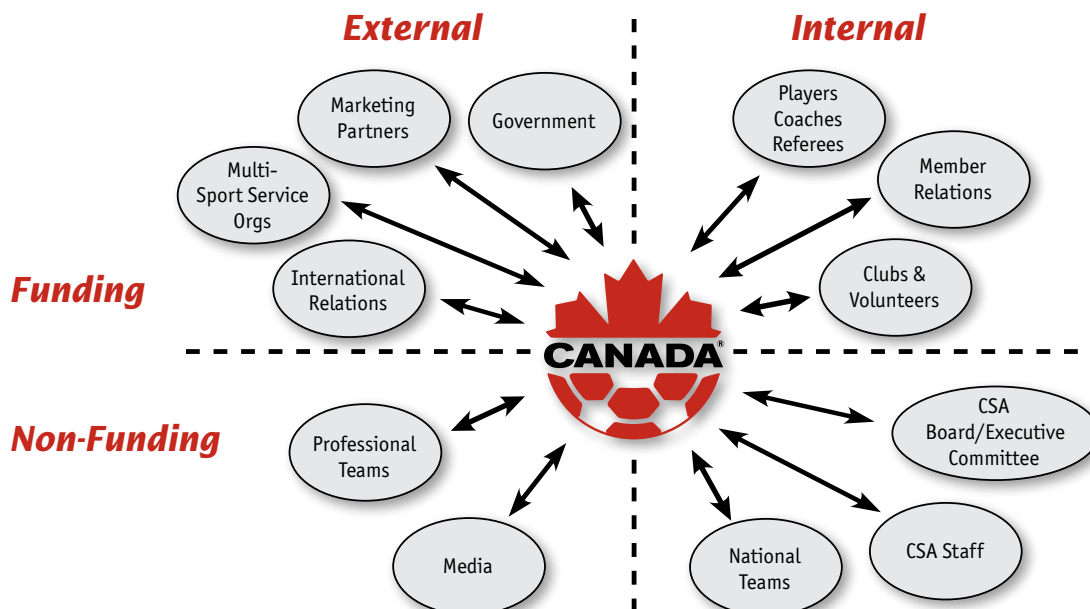
Relations

- Lack of Canadian representation on FIFA Board
- Lack of Canadian representation on CONCACAF Executive
- Lack of soccer representation on COC or CAC Boards
- Limited or no soccer representative(s) on national multisport service organization Boards
- 10 provincial and 3 territorial associations

Member Services

- Provision of coaching programs, courses and services
- Provision of referees programs, courses and services
- Hosting of domestic, national and international championships
- Provision of communication information
- Connecting the Canadian soccer community

Figure 2 below identifies the major groups of stakeholders and members the CSA interacts with on a daily basis. They are loosely divided based on whether they are externally or internally connected to the CSA. This figure demonstrates the multiple relationships which need to be maintained and nurtured.



Strategic Directions

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

- 2.1.1 Continued strengthening of relationships and representation within FIFA.
- 2.1.2 Continued strengthening of relationships and representation within the CONCACAF Region.
- 2.1.3 Continued development of relationships with various FIFA Member Federations.

- 2.1.4 Ensuring proper relations with provincial and territorial partners.
- 2.1.5 Strengthening relationships with the Federal Government on all levels including Sport Canada, and International Hosting.
- 2.1.6 Strengthen relationships within the Canadian Multi-Sport Service Organizations.

2.2 Member Services

- 2.2.1 Provision of leadership, guidance, expertise, tools and other resources to the CSA membership including players, coaches, referees, volunteer and paid administrators.
- 2.2.2 Ensuring the implementation of volunteer development services for use at the local, provincial and national level.
- 2.2.3 Revamp internal and external reporting structures to be consistent with Sport Canada National Standards of National Sport Organization (NSO) governance.

Figure 3: Registration by Province / Territory 2007

Province / Territory	Total Registration	Percentage of Total
British Columbia	123,489	14.23%
Alberta	89,811	10.35%
Saskatchewan	20,699	2.39%
Manitoba	16,698	1.92%
Ontario	385,026	44.36%
Quebec	164,901	19.00%
New Brunswick	15,976	1.84%
Nova Scotia	29,591	3.41%
Newfoundland & Labrador	11,748	1.35%
Prince Edward Island	5,728	0.66%
Yukon	1,735	0.20%
Northwest Territories	1,813	0.21%
Nunavut	654	0.08%
Total	867,869	100%

Where We Are Now

Strength and Weaknesses

Operations

- Adoption and Implementation of Strategic Plan
- Increased revenue requirement
- Greater focus on marketing opportunities
- On-going Federal Government funding is unsecured

Business

- Soccer is the #1 sport in the World
- 867,869 registered players
- Increasing spectator interest
- Tremendous ability to host events across Canada
- The CSA established record sponsorship receipts in 2007
- Increased media coverage due to greater relevancy
- Corporate Canada views soccer as viable business investment
- Sport Canada increased funding for summer sport
- Growing capacity through major stadium development in Montreal and Toronto

Benchmarks

Operations

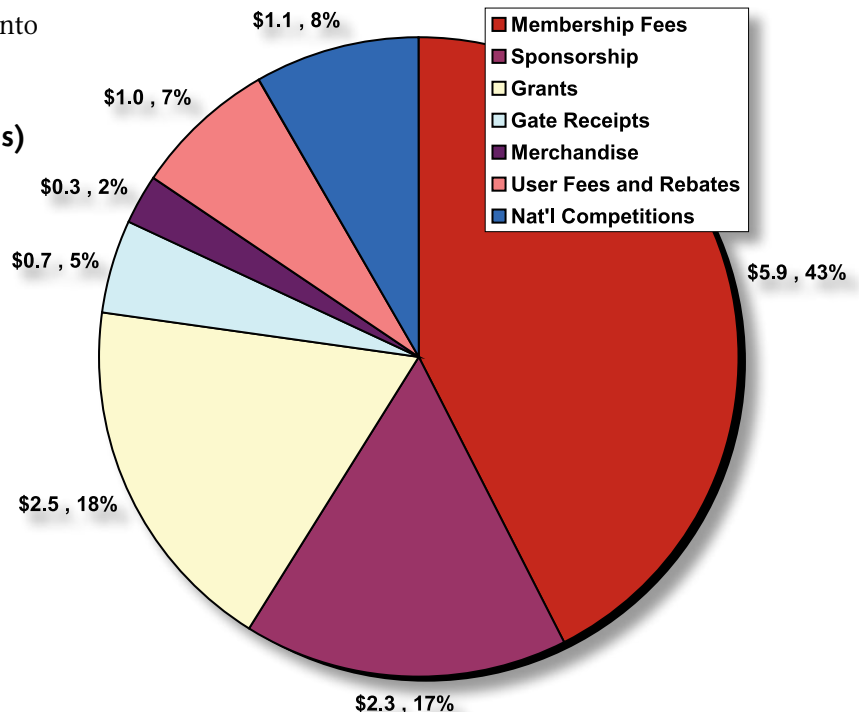
- 32 CSA staff

Business

- \$12 million dollar annual budget
- 15 sponsors
- \$2.3 million in sponsor revenue
- Budget of P/TSOs (n/a)
- International events played Jan. 2004 – Apr. 2008

Men's Senior: 37	Women's Senior/Olympic: 62
Men's U-23/Olympic: 8	Women's U-20: 33
Men's U-20: 38	Women's U-17: 4
Men's U-17: 18	Men's Beach: TBD
Men's Cerebral Palsy: 10	Men's Futsal: TBD
- International FIFA World Cups or World Championships hosted; U-16 Boys 1987, U19 Women 2002, U20 Men 2007

Figure 4 – 2007 Revenue (in millions)



Strategic Directions

In striving to attain **Sustainable Capacity**, the CSA aims to fulfil 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 objectives:

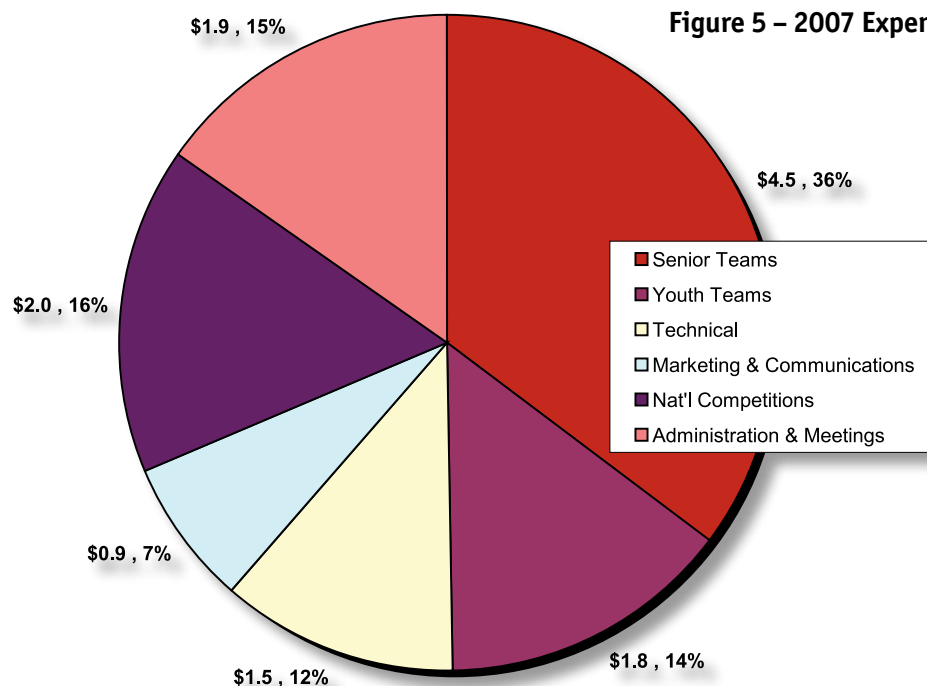
3.1 Operations

- 3.1.1 Clearly define and ensure adherence to roles and areas of responsibility within the Canadian Soccer Community.
- 3.1.2 Facilitate the implementation of best practices to ensure appropriate representation and sound decision making at all levels.
- 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.
- 3.1.4 Revamped of internal and external reporting structures consistent with NSO governance (see Member Interaction).

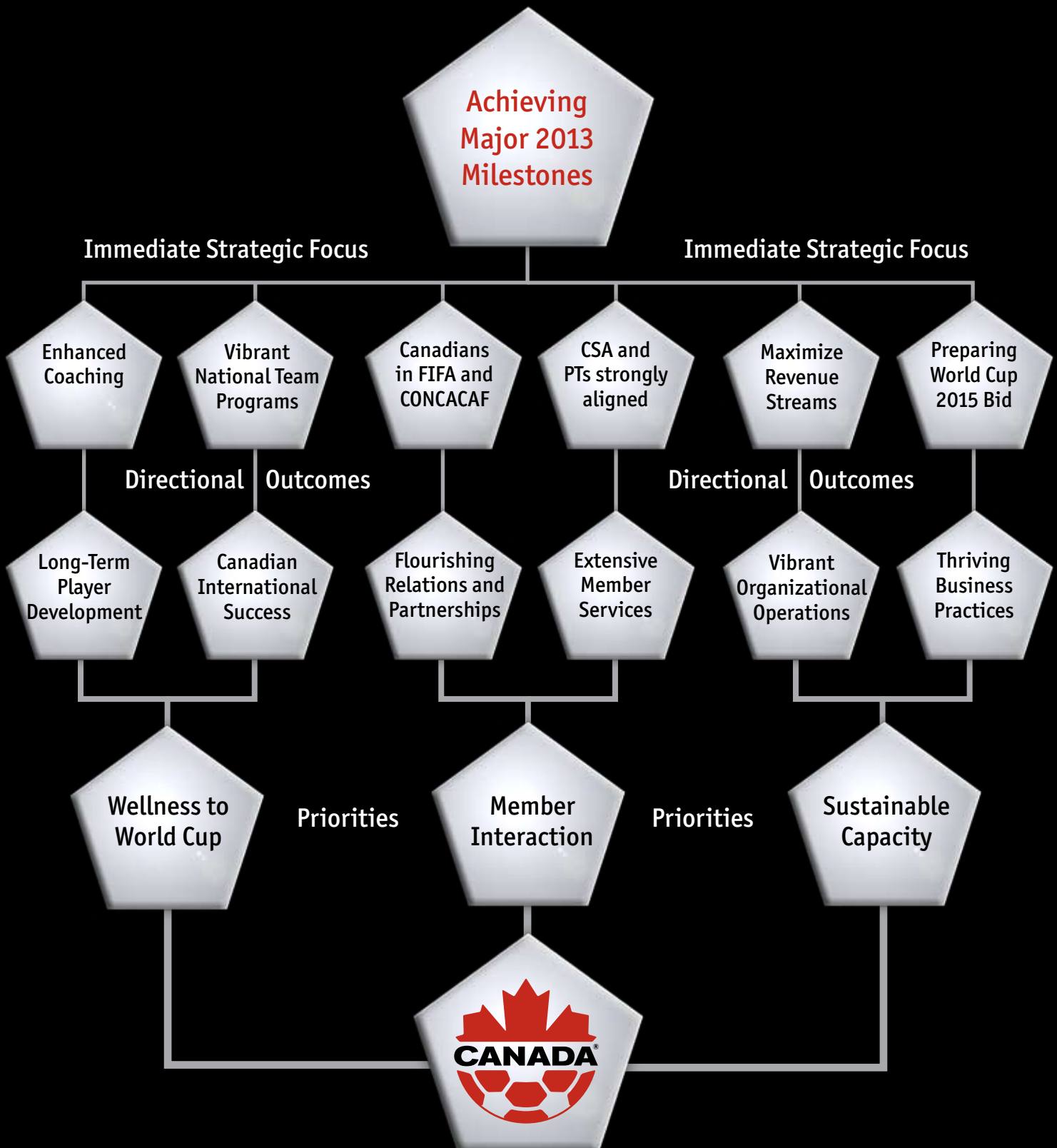
- 3.1.5 Ensuring appropriate National staffing levels for the delivery of programming and future direction.
- 3.1.6 Act prudently and with fiscal responsibility, accountability and conservativeness on a day-to-day basis to maintain financial stability.

3.2 Business

- 3.2.1 Maximization of current revenue sources.
- 3.2.2 Create new revenue streams to reduce reliance on players fees for the funding of operations.
- 3.2.3 Continued development in the marketing of the sport of Soccer through strategic alliances with major funding, and media partners.
- 3.2.4 Secure new opportunities for hosting of domestic and /or international competition(s) for purposes of expanding revenue generation, sport promotion, and capacity building.



Pathway for Success



Strategic Activities

The **strategic activities** corresponding with the 2009-2013 CSA Strategic Plan are outlined in a separate supporting document: CSA Strategic Activities 2009-2013.

The strategic activities serves two primary purposes.

First, the strategic activities take the strategic priorities and directions of the CSA to the next level of detail for the purposes of implementation and accountability. They are similar to SMART objectives as they are specific, measurable, achievable and realistic with the available resources and are bound by time. Thus, they provide a guide and accountability for all aspects of the Association.

Second, to ensure organizational effectiveness, strategic activities clarify decision making rights by identifying who has the authority to make decisions, who has the responsibility to get the activity achieved and who is supporting those responsible. The strategic activities also identify how information flows and outlines the functions on which the CSA will form a structure, both professional and volunteer.

Specific financials, revenues and expenditures for each strategic activity will be articulated in the Operational and Work Plans.

The CSA Strategic Activities 2009-2013 outlines all aspects of the Association and is thus key to the successful execution of the Strategic Plan and ultimately the success of the Association.

The importance of the Strategic Activities cannot be understated. They will be revised and continuously improved over the five years of this Strategic Plan.





Canada...

Diverse in its people.

Diverse in its climate.

*Singular in its **passion.***

Soccer!

E) Conclusion

Over the last eight years, the Association has produced several documents aimed at the development of our sport. This document is the first long-term plan developed by the Canadian Soccer Association. It puts forward the strategic priorities for the next five years and the activities that will allow us to reach our objectives.

We aim to regain the confidence of the Canadian soccer community by giving our teams the means to improve their performances within CONCACAF and FIFA. We also aim to show that the Association does what it should do for the development of our sport.

We believe that in the world of Canadian sport, soccer which mobilizes the greatest number of participants is a means of education, of healthy living, and of integration within our society. As such, soccer presents undeniable social values.

Our sport must rest on a solid base of ethics, fair play, respect for the Laws of the Game, respect for players and officials. Integrity and transparency must also be at the centre of the improvement of Canadian soccer.

Our vision is one whereby the Association envisions each priority with the same spirit, whether at the recreational level or the performance-based level, and for our national teams at the developmental level and at senior level.

We know that much remains to be done, but we are determined to reach our objectives and we will accept the judgement of our peers on our achievements.



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