



Everyone is Welcome



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# 2022-2026 Strategic Plan

Approved by the Ontario Soccer Board of Directors, Dec.4, 2021

Ontario Soccer Board document.

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*The world as we have created it, is a process of our thinking. It cannot be changed without changing our thinking.*

Albert Einstein



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# Introduction



"If you don't know where you are going, any road will get you there," paraphrases the Cheshire Cat from Lewis Carroll's Alice's Adventures in Wonderland. And if you don't know where you are now, you won't be able to find the right road to where you want to go.

Ontario Soccer's data-driven strategic planning is where we define our strategy/direction to make decisions on allocating resources to pursue and realize this strategy. It's a framework to proactively address issues with a more long-term view, describing key processes, people and technology at a specific time in the future (5 years) and how we can reach that future, given our current situation. In order to fully understand our current state a number of custom stakeholder surveys were made available to the membership to solicit and gather their feedback. That feedback along with information collected from staff and other external stakeholders, (i.e., Canada Soccer), was used to begin looking at factors that are driving us to the future and to begin discussing how those drivers will (or should) impact Ontario Soccer.



The volatility of the current global pandemic caused us to adopt reactive strategies rather than proactive ones focusing considerable efforts that required spending a significant amount of resources and time to execute. Our plan will enable us to initiate influence instead of just responding to situations. This strategic plan outlines nine strategic initiatives and will serve as our guide to inspire all of us to do more to enhance our beautiful game. Thank you to the membership for your feedback and especially to soccer volunteers across the province. You are the spirit and foundation of Ontario Soccer.

Peter Augruso  
President/Chair, Board of Directors

# Definitions



**Strategic Planning:** A tool for organizing the present on the basis of the projections of Ontario Soccer's desired future state (in this plan that would be at the end of 2026). Therefore it is a road map to lead our organization from where it is now to where it would like to be. It is important to note that a strategic plan does not cover all activities of the organization, instead it focuses on key strategic priority areas. A strategic plan is supported by an operational plan that is developed by management (staff) to provide the details for execution.

**S.W.O.T.:** S=Strengths, W=Weaknesses, O=Opportunities, T=Threats. Provides a current state analysis of Ontario Soccer in order to frame or support in part, the strategic direction.

**Strategic Imperatives:** Priority key pillars of focus for Ontario Soccer.

**Strategic Initiatives:** Identified key organization priority projects under each strategic imperative during the term of the plan. No more than three per strategic imperative.

**Strategic Imperatives Dashboard:** A simplified chart consisting of all key strategic elements that make up each priority focus area. Provides a framework to build the operational plan in this area.

**Strategic Aspirations:** This is a high level summary of the key strategic plan's target outcomes that are specific and measurable benchmarks.

**Strategy on a Page:** A one page strategic plan executive summary of all key information. To be used as a Board reference point at meetings throughout the duration of the plan.

**Score Card:** A Board reporting tool to monitor and assess progress of the strategic plan reported on an annual basis.

**Vision:** Ontario Soccer's strategic vision at the end of 2026 that will reflect the future state of soccer in the province of Ontario.

**Mission:** Ontario Soccer's purpose as an organization.

**Values:** Ontario Soccer's guiding core principals that reflect our behavior and decision making.

# Acronyms

**BOD:** Board of Directors

**CEO:** Chief Executive Officer

**CFO:** Chief Financial Officer

**DPF:** District Presidents Forum

**OSCAR:** Ontario Soccer Club Account Registry

**ONCA:** Ontario Non-profit Corporations Act

**TAC:** Technical Advisory Committee

**ARAEC:** Anti-Racism, Access and Equity Committee

**ITC:** Information Technology Committee

**MODC:** Match Official Development Committee

**CMC:** Competitions Management Committee

**CSB:** Canada Soccer Business

**FMC:** Facility Management Committee

**OPDL:** Ontario Player Development League

**L10:** League1 Ontario

**LTPD:** Long Term Player Development

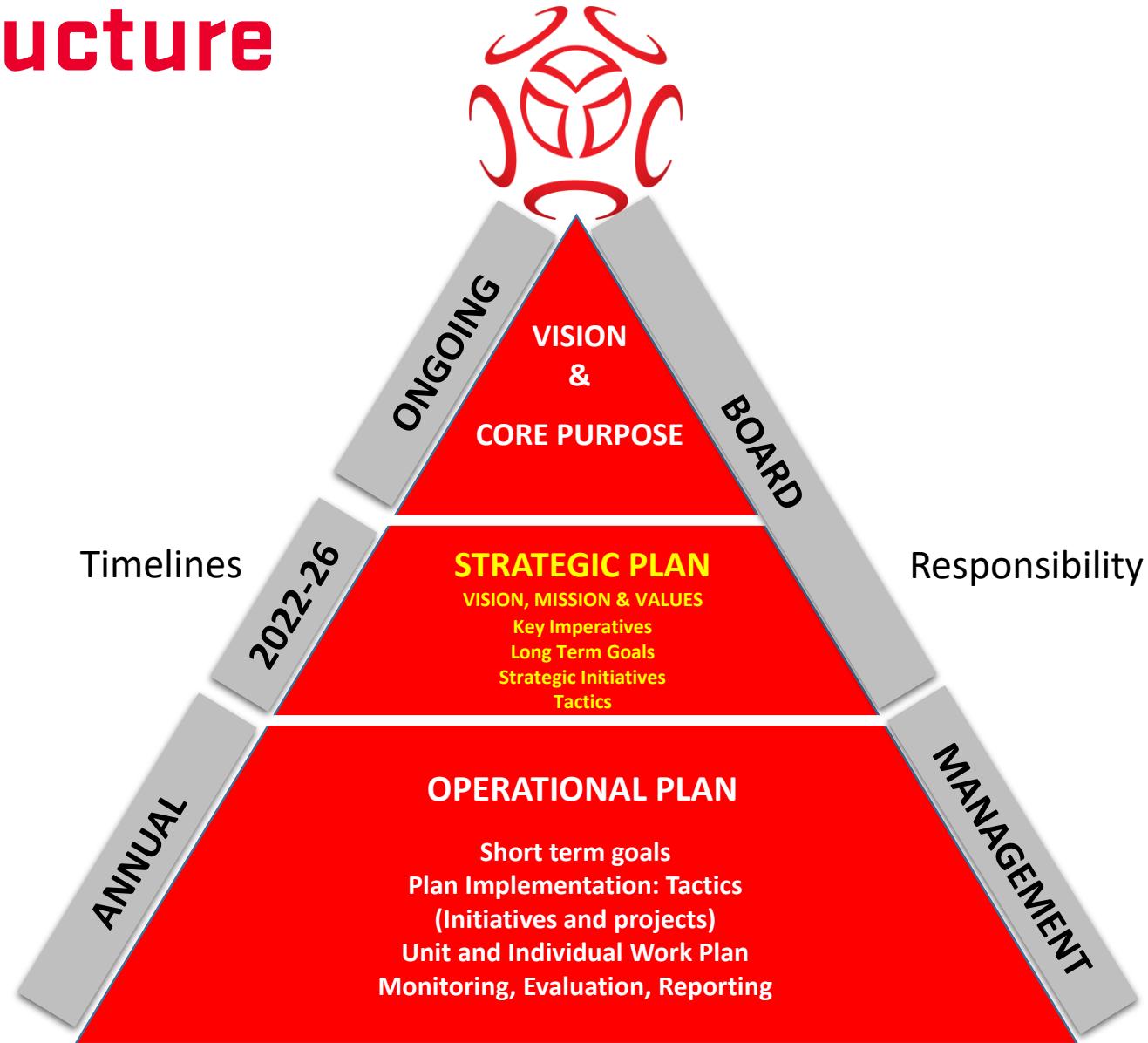




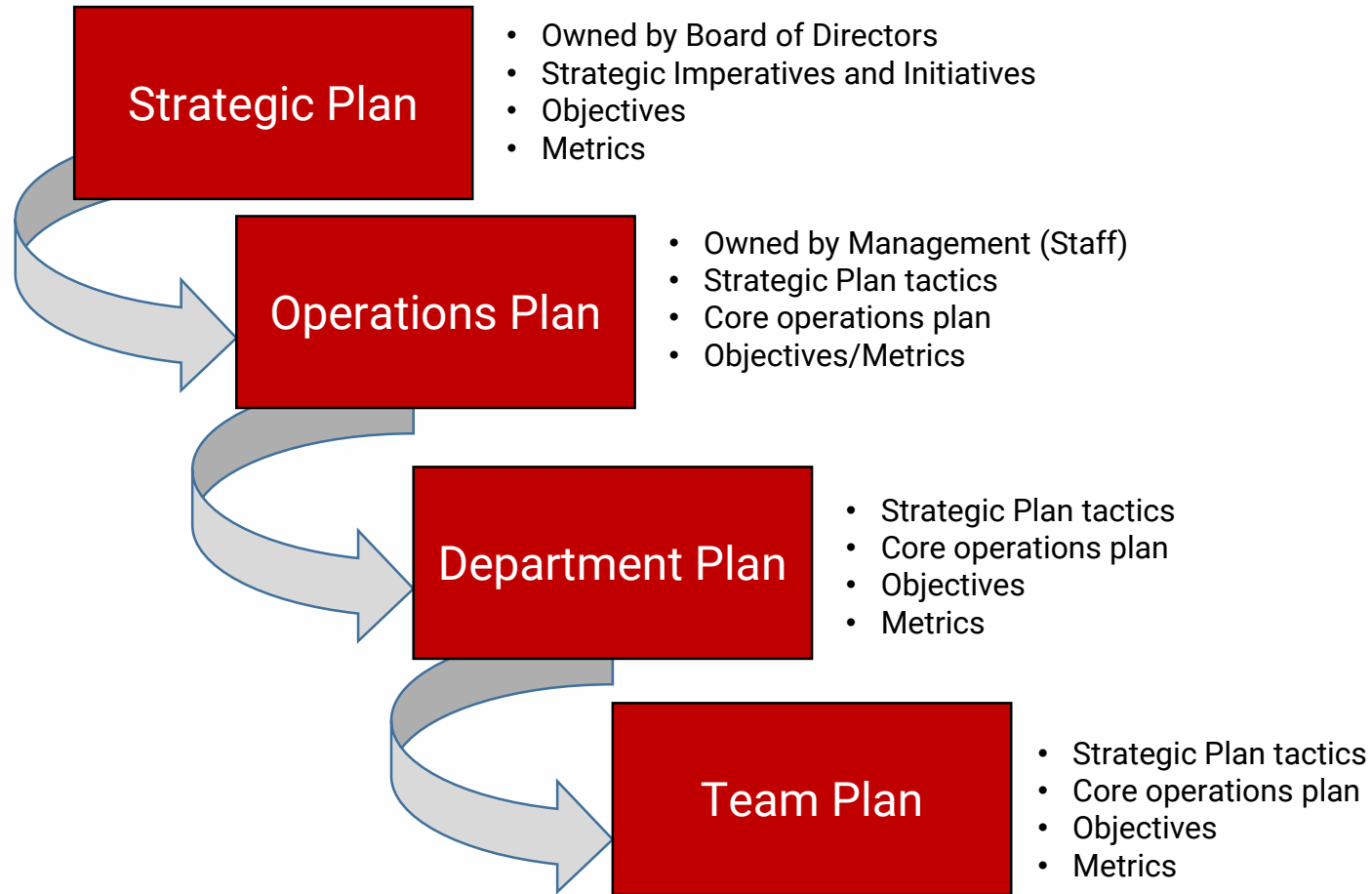
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# Plan Structure and Alignment

# Plan Structure



# Plan Alignment





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# **Vision, Mission and Values**

# Vision



 Soccer, where everyone is welcome.

# Mission



**Provide innovative and sustainable soccer programs and services to help build strong communities.**



## PLAYER CENTERED

Players are the primary focus

### INCLUSIVE

Soccer welcomes all who wish to participate

### RESPECTFUL

Welcome collaboration and support solutions

### EXCELLENCE

Committed to being a leading sports organization

### ETHICAL

High moral principles & professional standards

### COMMUNITY BUILDER

Contributes to developing healthy & responsible citizens

### INTEGRITY

Benefit of the game always comes first



# ORGANIZATIONAL VALUES



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# S.W.O.T Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Professional Staff and Board of Directors, large committed volunteer base and organizational brand	Too dependant upon an outdated District structure and mandate	Amalgamation and modernization of Districts to build a better delivery service model for the Clubs (our store fronts of the game)	District structure and mandate
Membership size, especially early Grassroots ages	<p>“Actual” accounting/registration of membership participants</p> <p>More focus needed on the Grassroots ages</p>	<p>Consolidation of organizations and resources</p> <p>On-line delivery of education programs</p>	Declining and aging population and effect on registration
Profile of the sport with rich history and heritage of the organization	Financial stability – too dependant on membership fees	Educate membership on the value proposition of Ontario Soccer coming out of the pandemic	Lack of transparency due to controls over information throughout the system
Implementation of standards under LTPD and developing players to the next level	Competition structure below the talented pathway (“Soccer for Life” levels) is outdated	FIFA World Cup 2026 Comprehensive plan to unite Ontario and drive registrations	Competing talented player pathways
Leading, progressive PSO	Inability to communicate directly with the end user	Member Management Eco-system to enhance communication and soccer management efficiency throughout Ontario	Some Clubs not registering all their (hiding) participants – significant risk and financial implications for participants and Clubs
Cultural diversity of its participants	Alignment of leadership roles in the areas of equity, diversity and inclusivity to that of the participants	Attract and attain new member unsanctioned groups such as low income, cultural and faith groups/leagues	Pandemic effect on return to play (safety and loss of interest) and economics
Provincial facility with offices, competition and training	Lack of partnerships with private and/or public sector for upgrading or building of new soccer facilities	Aging population growing so growth of adult recreational soccer	Unsanctioned soccer organizations
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>



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# **2022-2026 Strategic Initiative Dashboards**

# STRATEGIC INITIATIVES



**GOVERN**

## 1. Governance Modernization of Districts

*Amalgamation of Districts under principles of good governance and aligned operations*

## 2. Diversity, Equity and Inclusivity

*Changing the culture within soccer in Ontario*

## 3. Member Management Ecosystem

*Continued development and implementation of soccer's member management ecosystem.*



**GROW**

## 4. Alternative Revenues

*Continued focus on alternative revenue sources in order to lessen dependency upon membership registration fees*

## 5. Participant Recruitment and Retention

*Connecting with the community and showing the value of membership*

## 6. Financial Sustainability

*Strategies for recovery, stabilization and accuracy of membership registration reporting*



**DEVELOP**

## 7. Grassroots Soccer

*Providing value and support directly to the community Clubs*

## 8. Futsal

*Transitioning from strategy to implementation*

## 9. Participant Development and Competition Pathway

*Refining the participant pathway in Ontario in alignment with long term development strategies.*




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**GOVERN**

# 1

# Governance Modernization of Districts




	INITIATIVE DESCRIPTION	OUTCOME
<b>FUTURE STATE VISION</b>	A governance model that is better connected to the Clubs and Communities throughout Ontario.	Stakeholder- driven, modernized membership delivery and service model that is better connected to and more supportive of Clubs throughout Ontario.
<b>DESCRIPTION</b>	Amalgamation of Districts under principles of good governance and aligned operations.	
<b>MEASUREMENT</b>	Review organizational structure(s) across the province to ensure Ontario Soccer, Clubs and Districts are set up for optimal growth into the future.	
	<b>FROM (2022):</b>	<b>TO (2026):</b>
	Traditional and outdated governance and operations.	 Modernized and efficient governance structures and aligned with professional operational management.

	TACTIC	OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
1.1	Facilitated workshop with the DPF	Identify requirements for consolidation/amalgamation using Project North as an example	DPF Ontario Soccer	BOD
1.2	Establish a project Working Group with experienced representatives from key stakeholder groups	Model and plan built from the Club level up that includes collaboration with Clubs	Clubs DPF Ontario Soccer	BOD
1.3	Solicit and confirm Districts prepared to amalgamate	Focus on Districts ready to consolidate their resources	Project Working Group Applicable Districts	BOD
1.4	Develop and confirm District amalgamation plan and requirements	Clear direction, communication and timelines	Project Working Group Applicable Districts	BOD

# Diversity, Equity and Inclusivity



		INITIATIVE DESCRIPTION	OUTCOME		
<b>FUTURE STATE VISION</b>	Improved racial and gender equity across soccer programs and activities in Ontario to promote diversity among players, coaches, match officials, employees, directors, and external partners.		Changing the culture and face of leadership of soccer in Ontario.		
<b>DESCRIPTION</b>	Ontario Soccer and its membership are committed to supporting inclusion, equity, diversity, and access in its policies, procedures, communication, education and operational activities.				
<b>MEASUREMENT</b>	Commitment and support of a diverse and inclusive culture improving up to 70% in key results in the areas of leadership, training, representation of diverse people, communication, process and policy improvement in the soccer community.				
	<b>FROM (2022):</b>		<b>TO (2026):</b>		
	Newly created Anti Racism, Equity and Access operational committee.			Updated governing documents for DEI throughout Ontario Soccer's membership with the Board and Committees of Ontario Soccer leading the way as an example.	
<b>TACTIC</b>	<b>OBJECTIVE</b>	<b>STAKEHOLDER GROUP(S)</b>		<b>LEAD</b>	
2.1	Policy and Process	Review and recommend changes to policy and process that are related to inequality discrimination, racism and harassment	ARAEC, BOD, DPF		ARAEC
2.2	Communication	Increase the communication with and marketing of underrepresented populations to better reflect the soccer community	ARAEC, BOD, DPF		ARAEC
2.3	Education and Training	Increase the availability of training focused on equity, diversity and inclusion resources or materials for the organization, districts, clubs, coaches, officials and players	ARAEC, BOD, DPF		ARAEC
2.4	Access	Increase of equal opportunities for long-term participation among underrepresented populations, with particular focus on racialized people, disabled people and individuals living in low-income areas	ARAEC, BOD, DPF		ARAEC
2.5	Board Process	Increase representation of women, indigenous people, members of visible minorities or racialized groups, LGBTQ/Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) persons	ARAEC, BOD, DPF		ARAEC

# 3

# Member Management Ecosystem



	INITIATIVE DESCRIPTION	OUTCOME
<b>FUTURE STATE VISION</b>	Entire Ontario Soccer membership actively engaged and networked within one member management ecosystem.	More effective and efficient management of soccer for all levels of the game.
<b>DESCRIPTION</b>	Continued development and implementation of Ontario Soccer/Sport Engine's member management ecosystem.	
<b>MEASUREMENT</b>	70% of Clubs utilizing the full ecosystem.	
	<b>FROM (2022):</b>	<b>TO (2026):</b>
	The official Ontario Soccer Club Account Registry (OSCAR).	An active member management ecosystem using state of the art technology to connect all Ontario Soccer membership organizations and participants.

	TACTIC	OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
3.1	Establish an Information Technology Committee (ITC) (Operational)	Oversee and provide staff support and IT knowledge for the ecosystem project and other IT needs within the organization	ITC	Director of Administration
3.2	Use of focus groups	Set up beta test groups to assess and test modules of the ecosystem	ITC, SportsEngine, DPF, Clubs	Director of Administration
3.3	Instructional webinars to support the successful implementation of the ecosystem project	Education of member organizations on the use of the ecosystem (modules)	ITC, SportsEngine, DPF, Clubs	Director of Administration



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# Alternative Revenues



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		INITIATIVE DESCRIPTION	OUTCOME	
<b>FUTURE STATE VISION</b>	Ontario Soccer is embraced by the corporate community as a respected and commercially valued partner.		Financially more stable organization focused on new alternative and innovative funding sources, while leveraging its organizational assets.	
<b>DESCRIPTION</b>	Continued focus on alternative revenue sources in order to lessen dependency upon membership registration fees.			
<b>MEASUREMENT</b>	<ul style="list-style-type: none"> <li>• New/renewed Cash Partnerships \$2.5 Million</li> <li>• Naming Rights Deal: \$1.5 Million over 10 Years</li> <li>• Note: Targets do not include Ontario Soccer Summit Sponsorship from 2023 to 2026 or any Budget Relief via VIK</li> </ul>			
	<b>FROM (2022):</b>			<b>TO (2026):</b>
	Heavily dependent upon player registration fees as primary funding source.			Moderately dependent upon player registration fees as primary funding source.
TACTIC		OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
4.1	Establish a primary partner for Ontario Soccer and the Soccer Centre (Ontario)	10 year naming rights partner for the Ontario Soccer Centre	FMC, Director of Business Operations, CEO	Director of Business Operations
4.2	Complete Premier Partner Roster for Ontario Soccer	Reignite Ontario Soccer's commercial partnership standing on route to FIFA 2026 World Cup by securing 3+ premier partners	Director of Business Operations TFC CSB	Director of Business Operations
4.3	Establish Membership Fundraising Support Framework	Deliver relevant commercial opportunities to assist membership economic recovery (e.g. fundraising, marketing affiliate and grant tools)	Director of Business Operations Select Ontario Soccer Partners Membership Focus Group	Director of Business Operations

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# Participant Recruitment and Retention



	INITIATIVE DESCRIPTION	OUTCOME
<b>FUTURE STATE VISION</b>	An affordable and inclusive soccer system in Ontario targeted at entry level players at the grassroots ages (U12 and under) as well as specialized interest groups outside our system.	Increased player registrations at the entry levels of the game and participation of new member specialized interest groups that demonstrates soccer in Ontario's commitment to inclusivity and diversity.
<b>DESCRIPTION</b>	Connecting with the community and showing the value of membership.	
<b>MEASUREMENT</b>	Outdoor registration at end of 2026 = 300,000 unique players	
	<b>FROM (2022):</b>	<b>TO (2026):</b>
	Participation that is main stream and designed around recreational, competitive and high performance levels of the game.	➔

	TACTIC	OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
5.1	Establish a Participant, Recruitment and Retention (PPR) project Working Group with experienced representatives from key stakeholder groups	Design a comprehensive plan for player and new organization recruitment and retention that is inclusive and engages special interest groups	DPF Clubs Ontario Soccer	BOD
5.2	Develop for membership a participant recruitment marketing tool kit	Provide Clubs with marketing recruitment assets that are uniform and include DEI	Director of Business Operations CEO DPF Clubs	PPR Working Group
5.3	Governing documents review and update	Comprehensive review of Ontario Soccer's By-laws, polices and operational procedures to support special interest groups	Governance Committee Districts	PPR Working Group

# Financial Sustainability



	INITIATIVE DESCRIPTION	OUTCOME
<b>FUTURE STATE VISION</b>	Enhance overall fiscal sustainability of Ontario Soccer.	Developed and approved financial stability plan with prescriptive measures to help stabilize year-over-year operations.
<b>DESCRIPTION</b>	Strategies for recovery, stabilization and accuracy of membership registration reporting.	
<b>MEASUREMENT</b>	An approved and implemented Emergency Reserve Fund.	
	<b>FROM (2022):</b>	<b>TO (2026):</b>
	Unstable operating budget exposed to change/accuracy of membership registrations and emergency crisis situations	More stable operating budget that has built in protective measures to guard against severe revenue changes



	TACTIC	OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
6.1	Develop a "Five-Year Financial Stability Plan"	Thorough assessment of organizational finances, risks and strategies that lead to a more stable future	Finance Committee Auditor BOD	CFO
6.2	Emergency Reserve Fund	Fund balance set aside to stabilize Ontario Soccer's finances by providing a cushion against unexpected events, losses of income, and large unbudgeted expenses	Finance Committee	CFO
6.3	Membership player registration annual audits	Audit to ensure accuracy of Club registration of players in OSCAR	Finance Committee Director of Administration Districts	CFO




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# Grassroots Soccer



	INITIATIVE DESCRIPTION	OUTCOME
<b>FUTURE STATE VISION</b>	A vibrant Grassroots soccer system (U13 and under) that is supported at all levels of soccer in Ontario through the implementation of the principles of Long Term Player Development (LTPD).	Clubs provided with quality grassroots soccer development resources and expertise in order to ensure a safe and quality development experience for all Grassroots age players, coaches and administrators.
<b>DESCRIPTION</b>	Providing value and support directly to the community Clubs.	
<b>MEASUREMENT</b>	Club by Club formal assessment showing a progressive increase usage and implementation of Ontario Soccer developed or updated, grassroots development resources.	
	<b>FROM (2022):</b>	<b>TO (2026):</b>
	A reduced focus due to the pandemic on grassroots resources	 A renewed and supportive focus on providing Clubs and their grassroots programs new and enhanced developmental resources

	TACTIC	OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
7.1	Ontario Soccer technical expertise human resource plan developed	Rebuild of grassroots age “technical expertise” made up of FT and PT staff and volunteer resource personnel	Director of Development TAC	Director of Development
7.2	Review and inventory of current Grassroots resources and organize a focus group of Club Technical Directors from around the province	Assessment of current resources developed since 2013 and identify specific grassroots development resource NEW material needs and summarize into a project work plan, budget and execute	Director of Development TAC	Director of Development
7.3	Execution & assessment of the impact all our resources have had on our Clubs	Measurement of impact	Director of Development	Director of Development

# Futsal



INITIATIVE DESCRIPTION		OUTCOME		
<b>FUTURE STATE VISION</b>	Implementation of a provincial strategy to grow the game through integration within the current Club system.	Increase in Futsal participation for all participants throughout the province.		
<b>DESCRIPTION</b>	Transitioning from strategy to implementation.			
<b>MEASUREMENT</b>	Futsal Senior and Youth Leagues and provincial championships set up for both men and women as well as Coach and Match Official Futsal certification programs and a talent identification program (for players, coaches and referees).			
	<b>FROM (2022):</b>		<b>TO (2026):</b>	
	A provincial Futsal planned strategy	➔	A fully implemented Futsal development plan centered on growing the game through specific futsal programs and services	
<b>TACTIC</b>	<b>OBJECTIVE</b>	<b>STAKEHOLDER GROUP(S)</b>	<b>LEAD</b>	
8.1	Establish a project Working Group with experienced representatives from key stakeholder groups	Create a clear five-year implementation plan that focuses on competition and the development of the player, coach and match official	Districts TAC MODC CMC	Director of Soccer Operations
8.2	Add a qualified Futsal technical representative on TAC and MODC	Addition of a Futsal expert to engage in technical development	Project Working Group TAC MODC	Director of Soccer Operations
8.3	Review of Ontario Soccer governing documents for Futsal	Assess and update Ontario Soccer governing documents where required to align with new Futsal implementation plan and National Club Licensing	Project Working Group Director of Administration	Director of Soccer Operations



	INITIATIVE DESCRIPTION	OUTCOME	
<b>FUTURE STATE VISION</b>	A clear standards-based participant pathway for all licensed Clubs in Ontario that aligns with Canada Soccer.	Modernized competition model for all LTPD "Soccer for Life" stream District, Regional and Provincial leagues in Ontario (below the OPDL and L10).	
<b>DESCRIPTION</b>	Refining the participant and organizational pathway in Ontario in alignment with long term development strategies.		
<b>MEASUREMENT</b>	Approval and implementation of a new province wide District, Regional and Provincial Youth competition model within the Soccer for Life stream.		
	<b>FROM (2022):</b>	<b>TO (2026):</b>	
	Unbalanced participant pathway in the Soccer for Life stream (below the OPDL and L10)	➔	Modernized and standardized participant pathway from Grassroots to Youth and Senior Soccer for Life stream that links into the OPDL, L10 and Canada's National Team programs

TACTIC		OBJECTIVE	STAKEHOLDER GROUP(S)	LEAD
9.1	Establish an IModel Working Group with experienced representatives from key stakeholder groups	Provide oversight and management of IModel Pilot Project(s) and post pilot developments and assessments on behalf of the Board and DPF	BOD TAC DPF Clubs	BOD
9.2	Integrated Model (IModel)	Implementation of a 2022 new District and Regional youth competition model based on standards and integration of Clubs and Academies	IModel Working Group BOD DPF Clubs District and Regional Leagues	IModel Working Group
9.3	Governing documents review	Assessment of existing By-laws, policies and operational procedures that require changes to reflect approved direction of this strategic initiative	IModel Working Group BOD DPF	IModel Working Group



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# **2022-2026 Strategic Aspirations**

# March 31, 2026 Strategic Aspirations

Primary Impact	Primary Measure	Aspiration Target (end of plan)
ALTERNATIVE REVENUE	Financial	<b>\$2.5 Million Corporate partnerships value (cash)</b> Baseline in 2021 was \$1,000,000
REGISTRATION	Players	<b>300,000 unique players registered in Outdoor Soccer</b> Baseline in 2021 Outdoor was 165,000
	Match Officials	<b>9,000 of match officials registered</b> Baseline in 2021 was 2,839
	High Performance	<b>66% of players on Canada's National Teams coming from Ontario Soccer talent pathway</b> Baseline in 2021 was 61%
GOVERNANCE	Amalgamation of Districts	<b>Governance – Member Districts: Review organizational structure(s) across the province to ensure Ontario Soccer, Clubs and Districts are set up for optimal growth into the future.</b>



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# Strategy on a Page



NINE STRATEGIC INITIATIVES

1. GOVERNANCE  
MODERNIZATION OF  
DISTRICTS

2. DIVERSITY,  
EQUITY AND  
INCLUSION

3. MEMBER  
MANAGEMENT  
ECOSYSTEM

4. ALTERNATIVE  
REVENUES

5. PARTICIPANT  
RECRUITMENT  
AND RETENTION

6. FINANCIAL  
STABILITY

7. GRASSROOTS  
SOCCER

8. FUTSAL

9. PARTICIPANT  
DEVELOPMENT AND  
COMPETITION  
PATHWAY

VISION

SOCCER, WHERE  
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MISSION

Provide innovative and sustainable soccer programs and services to help build strong communities.

ORGANIZATIONAL VALUES

- Player Centred
- Inclusive
- Respectful
- Excellence
- Ethical
- Integrity
- Community Builder

5 YEAR  
PERFORMANCE  
MEASURES

**Financial - Alternative Revenues:** \$2.5 Million  
**Player Registrations:** 300,000 Unique Players  
**Match Official Registrations:** 9,000 Match Officials  
**High Performance - Players on National Teams:** 66% of Players on Canada's National Teams coming from Ontario Soccer Talented Pathway  
**Governance: Member Districts** - Review organizational structure(s) across the province to ensure Ontario Soccer, Clubs and Districts are set up for optimal growth into the future



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