



Play.
Inspire.
Unite.

STRATEGIC PLAN 2022 - 2026



Everyone is Welcome

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 Augurso
President/Chair, Board of Directors
Ontario Soccer

CHECK OUT OUR STRATEGIC PLAN PROMOTIONAL VIDEO FOR MORE
PLAY. INSPIRE. UNITE: www.ontariosoccer.net/strategic-plan

ORGANIZATIONAL 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

ETHICAL

High moral principles &
professional standards

RESPECTFUL

Welcome
collaboration and
support solutions

COMMUNITY BUILDER

Contributes to
developing healthy &
responsible citizens

EXCELLENCE

Committed to being
a leading sports
organization

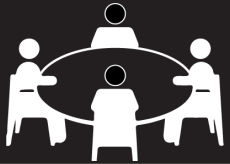
INTEGRITY

Benefit of the game
always comes first



STRATEGIC FRAMEWORK

The Ontario Soccer Strategic Plan is rooted in three key foundational areas, all in line with Canada Soccer's newest Strategic Plan:



GOVERN



GROW



DEVELOP



Proud member of the global soccer community



FIFA

GOVERN:



Establishing a more effective and efficient governance structure, Ontario Soccer is also progressing within the areas of diversity, equity, and inclusivity, while implementing an organization-wide technology platform - the Member Management Ecosystem.



**ONTARIO
SOCCER**
EST. 1901



GOVERNANCE MODERNIZATION OF DISTRICTS

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

OUTCOME Stakeholder- driven, modernized membership delivery and service model that is better connected to and more supportive of Clubs throughout Ontario.

DIVERSITY, EQUITY, AND INCLUSIVITY

Ontario Soccer and its membership are committed to supporting inclusion, equity, diversity, and access in its policies, procedures, communication, education and operational activities.

OUTCOME Changing the culture and face of leadership of soccer in Ontario.

MEMBER MANAGEMENT ECOSYSTEM

Continued development and implementation of Ontario Soccer/SportsEngine's member management ecosystem.

OUTCOME More effective and efficient management of soccer for all levels of the game.



GROW:



With fiscal responsibility top of mind, Ontario Soccer will continue to forge meaningful relationships with partners, make a concerted effort towards participant recruitment and retention, and continue to work towards financial stabilization and sustainability.



ALTERNATIVE REVENUES

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

OUTCOME Financially more stable organization focused on new alternative and innovative funding sources, while leveraging its organizational assets.

PARTICIPANT RECRUITMENT AND RETENTION

Connecting with the community and showing the value of membership.

OUTCOME 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.

FINANCIAL SUSTAINABILITY

An approved and implemented Emergency Reserve Fund.

OUTCOME Developed and approved financial stability plan with prescriptive measures to help stabilize year-over-year operations.





DEVELOP:

Building our players through meaningful first-experiences, Grassroots soccer and Futsal will be a foundation for players in Ontario, complemented by a refined participant pathway in the Soccer for Life stream.



GRASSROOTS SOCCER

Providing value and support directly to the community Clubs.

OUTCOME 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.

FUTSAL

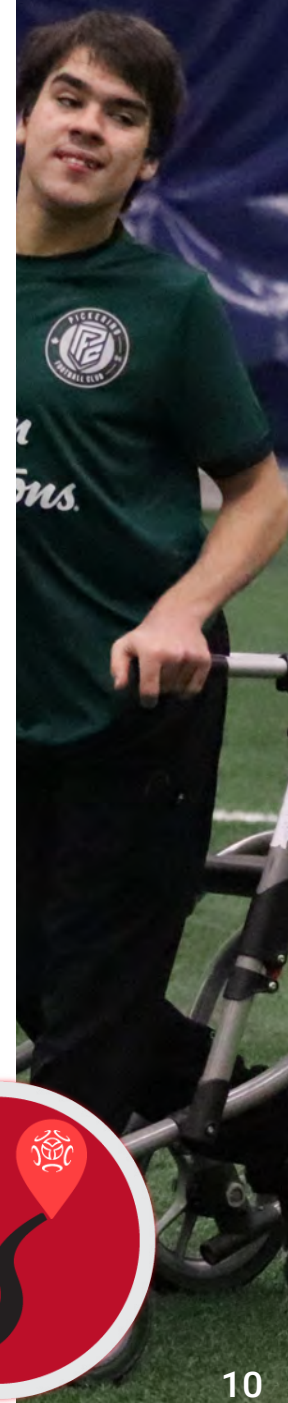
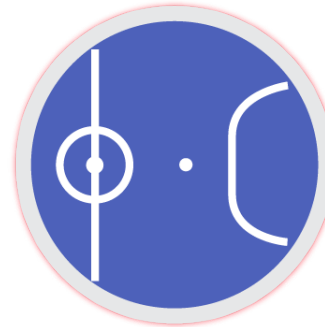
Transitioning from strategy (2019-2021 Strategic Plan) to implementation.

OUTCOME Increase in Futsal participation for all participants throughout the province.

PARTICIPANT DEVELOPMENT AND COMPETITION PATHWAY

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

OUTCOME Modernized competition model for all LTPD "Soccer for Life" stream District, Regional and Provincial leagues in Ontario (below the OPDL and L10).



BY MARCH 31, 2026:



ALTERNATIVE REVENUE

FINANCIAL: \$2.5 Million Corporate Partnerships Value (*Baseline \$1 million)

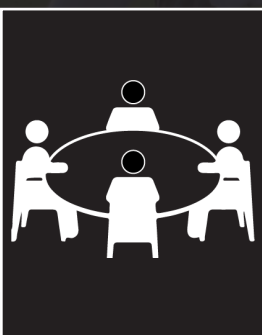


REGISTRATION

PLAYERS: 300,000 Unique Players Registered in Outdoor Soccer (*Baseline 165K)

MATCH OFFICIALS: 9,000 Match Officials Registered (*Baseline 2.8K)

HIGH PERFORMANCE: 66% of Players on Canada's Senior National Teams coming from Ontario Soccer Talent Pathway (*Baseline 61%)



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



OUR PURPOSE

PLAY. INSPIRE. UNITE.

PLAY.

By making the beautiful game accessible, fun and meaningful for all who participate, we aim to encourage everyone to purely play - as an athlete, coach, match official, or volunteer. Through the leadership we provide to the 550 Clubs within Ontario, we inspire all to simply start playing, keep playing, and never stop playing.

INSPIRE.

As thought leaders and experts in the progression of soccer development, we aim to inspire Ontario's best: the players, coaches, match officials, and volunteers who aspire for more, and make themselves part of the advancement of soccer in Ontario.

UNITE.

The game of soccer is the common thread that links and strengthens us as one. No matter what the difference in philosophies, goals, and opinions, soccer at its purest form is a game that galvanizes us, awes us, captivates us, and bonds us together.



LET'S CONNECT!

PROVINCIAL HEADQUARTERS

Ontario Soccer Centre
7601 Martin Grove Road,
Vaughan, ON L4L 9E4

905.264.9390
helpdesk@ontariosoccer.net



www.ontariosoccer.net



@OntariolsSoccer



@OntariolsSoccer



@Ontario_Soccer



Ontario Soccer

OUR PARTNERS

HELPING US

PLAY. INSPIRE. UNITE.

PREMIER PARTNERS



OFFICIAL SUPPLIERS

SOCCERX



SPORT PARTNERS

