



# STRATEGIC PLAN



Creating a Centre of  
Excellence

**2016-19**



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# VISION

*A centre of excellence for the game, providing opportunities for all players to reach their full potential*

## Mission & Values

### Mission

To provide leadership for soccer in Alberta by fostering and promoting:

A strong infrastructure for sound governance (administration and communications)

Quality programs and services (competitions, referees, coaching, player development and volunteers) to safeguard the sport's long-term prosperity

### Values

**Fiscal Responsibility** to practice responsible fiscal management

**Accountability** to enhance efficiency, effectiveness & program delivery

**Integrity** to make decisions in a manner that is consistent, professional, fair, transparent and balanced

**Respect & Choice** to treat everyone equitably, compassionately, fairly and respectfully



# BUILDING A STRONG FUTURE - TOGETHER

The Alberta Soccer Association (Alberta Soccer) Board of Directors (Board) is proud to present this updated Strategic Plan as we build on the 2013 – 2016 plan towards a stable future for soccer in this province. The solid foundation laid by the 2013 – 2016 plan will allow Alberta Soccer to move forward with confidence by building a unified soccer membership that is committed to a vision of encouraging all players to achieve their full potential.

In order for players to achieve their full potential, there needs to be a consistent focus on refining our approach to player development, coaching development, referee development and competitions structure. The core of this plan will be a continued focus on the Long Term Player Development (LTPD) philosophy that is guiding development in Canada and Alberta and a clear player pathway that allows every player to understand and pursue their long term goals.

The backbone of our vision and strategic plan will continue to be administrative best practices. These best practices, whether shared by our Membership or developed by Alberta Soccer will allow for the highest level of efficiency possible for off-field administration. The improved efficiency in administration will allow for increased allocation of funds to on-field programming to support the vision of Alberta Soccer.

Alberta Soccer is excited to launch this new strategic plan that will complement the work done by the Alberta Soccer membership on the 2013 – 2016 plan and allow further growth of the game as we move towards 2020.

*-Alberta Soccer Board of Directors*

# Priority I

## Governance & Leadership



### STRATEGIC OBJECTIVES

Commit to the ASA vision, mission and values and be guided by the approved strategic plan

Act as a model of good governance

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Foster unity in the soccer community, within and outside Alberta

Recognize the important role that soccer plays in the wellness of Albertans



### ACTIONS

- I.1. Develop an annual reporting process for the strategic plan in alignment with the operational plan results
- I.2. Focus on a long term vision for the Association
- I.3. Establish policy authorization guidelines that allows clear delineation between governance and operations
- I.4. Align practices of governance with provincial, national and international accepted standards
- I.5. Develop a new planning meeting structure to maximize engagement
- I.6. Develop an accepted soccer structure provincially
- I.7. Align the sport of soccer with current government strategies
- I.8. Promote the social and developmental benefits of soccer





## Priority 2

# Financial Stability



### STRATEGIC OBJECTIVES

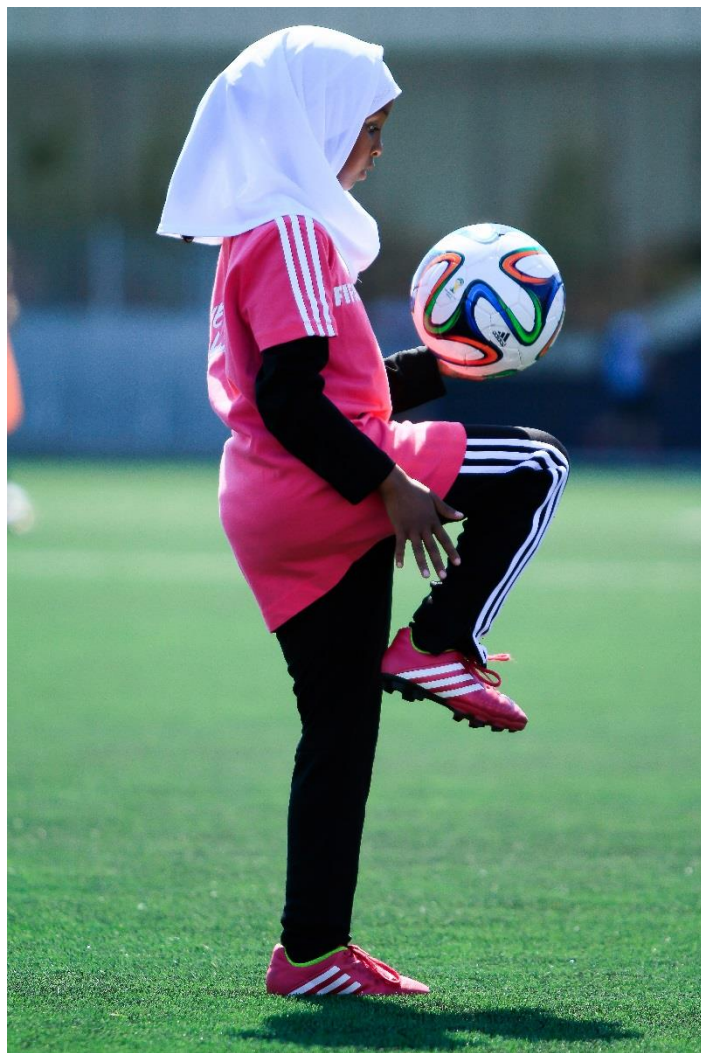
Develop, manage, utilize and optimize the budget and financial assets

Maintain effective financial and reporting mechanisms

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Continue to attract and retain a good complement of human resources

Stimulate revenue growth



### ACTIONS

- 2.1. Develop the annual operational plans to align with the Alberta Soccer budget
- 2.2. Develop a short term fiscal forecast
- 2.3. Use financial tools to optimize accounting & reporting
- 2.4. Refine financial control processes and public reporting practices
- 2.5. Align skills & aspirations of human resources with appropriate governance and operational roles
- 2.6. Create a positive working environment allowing human resources to achieve their full potential
- 2.7. Add value for members through innovative revenue generation from non-member sources
- 2.8. Review the membership fee structure to encourage increased participation at grassroots levels







# Priority 3

## Business Development & Communications

### STRATEGIC OBJECTIVES

Strengthen and promote the Alberta Soccer brand

Continue to develop informative and innovative communication tools

Soccer members across the province view Alberta Soccer as a valued asset

Attract and retain corporate and community partnerships to generate new sources of revenue and value for soccer programming

### ACTIONS

- 3.1. Refine the ASA Brand & Tagline to align with modern practices
- 3.2. Promote the ASA through innovative communication & publication practices
- 3.3. Research current communication tools and improve to increase awareness and growth
- 3.4. Utilize social media and mobile technology to engage the greater membership
- 3.5. Develop a central registration database for communication
- 3.6. Communicate value to membership through innovative tools
- 3.7. Develop a business development committee
- 3.8. Research grant funding opportunities to increase program specific revenue







## Priority 4

# Technical Development

### STRATEGIC OBJECTIVES

Implement a plan to develop grassroots athletes at all levels in accordance with Long Term Player Development (LTPD)

Create a player pathway that promotes periodization and opportunities for athletes at national, professional and collegiate level

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Refine the coaching pathway to enable the recruitment and retention of coaches dedicated to increasing standards of play across the province

Build a comprehensive education and online education platform for recreational & competitive coaches



### ACTIONS

- 4.1. Develop and implement communication strategies connected to Canada Soccer's LTPD toolkits
- 4.2. Develop a grassroots player development plan connected to Canada Soccer's LTPD Toolkits
- 4.3. Develop and implement a player pathway aligned to Canada Soccer's Pathway that incorporates appropriate programming for all players
- 4.4. Develop a consistently applied periodization plan for the various levels of play throughout the province
- 4.5. Develop and implement a coaching pathway that incorporates effective programming for all coaches
- 4.6. Research best practices and develop an implementation plan to improve coaching standards in relation to levels of play
- 4.7. Review current delivery methods, best practices and competition structures to make improvements to the current coach education program
- 4.8. Research best practices and develop an online coach education platform

# Priority 5

## Referee Development



### STRATEGIC OBJECTIVES

Recruit and retain a network of referees dedicated to improving the standards of officiating across the province

Refine the referee pathway to promote district, regional and provincial referees to reach their highest potential

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Build a comprehensive education, online education and skills development program for all referees, long-term referee development plan

Engage the greater membership in referee development throughout all regions of the province through the RDC, DRA and referee leadership experts

### ACTIONS

- 5.1. Develop a recruitment tool and retention method for new referees
- 5.2. Provide incentives for senior officials to move to instructing, assessing and mentoring
- 5.3. Create a referee development program for all ages of Entry Level participants
- 5.4. Identify potential candidates for upgrading and provide all necessary information and tools to them
- 5.5. Develop and implement interactive communications vehicles/tools
- 5.6. Provide administrative assistance to all referees
- 5.7. Engage local referee resources in referee education program development
- 5.8. Engage the membership in referee recruitment and retention programs





## Priority 6

# Competitions

### STRATEGIC OBJECTIVES

Provide a competitive and fair experience to the largest number of participants possible

Create a safe and positive environment for tournaments and competitions with a focus on fair play and sportsmanship

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Support technical development through a competition structure that promotes LTPD principles for all players to reach their full potential

Promote the sport of soccer through participating and hosting of regional, national and international events



### ACTIONS

- 6.1. Refine the ASA competitions structure to reflect membership needs
- 6.2. Improve competition rules to clarify and improve member experience at all levels of play
- 6.3. Refine and improve provincial competitions through engagement of members to improve customer experience
- 6.4. Work with ASA members on the development of sanctioning tournaments throughout the calendar year
- 6.5. Consult with ASA technical leaders on competition structure and rules
- 6.6. Develop grassroots programming competitions that align with LTPD principles
- 6.7. Develop a work plan with partners on a strategy for hosting of events
- 6.8. Consult with ASA members, private parties and governments on facility needs





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