



Alberta Soccer Association Strategic Plan (2013-2016)



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► MESSAGE FROM THE BOARD

The inspiration for the Alberta Soccer Association (ASA) Strategic Plan came from a desire to ensure good governance over the game of soccer in Alberta. By implementing a solid foundation and clear direction, this Plan demonstrates the Association's commitment towards being a leader in both soccer and in sport. The Plan includes the mission, vision, core values and objectives which all serve as a reflection of where the Association wants to be in the future and how it can get there.

Becoming a centre of excellence for the game is going to take an incredible amount of hard work. The Association will need the support of every parent, coach, referee, administrator and volunteer in this province to provide the best possible opportunities for our players to reach their full potential. This support will be earned throughout the next four years and the Association expects the membership to hold the Association accountable to our goals and objectives. The Strategic Plan will be a living document that requires constant monitoring and input from our members in order to effectively implement our strategic priorities.

The Board of Directors, staff and membership of the ASA have put an incredible amount of time into the ASA over the past 100 years and it is the hope of the current Board of Directors that this Plan can provide a central focus for the ASA for the next four years. April 2013 will mark the first month of our transition into this Strategic Plan and it will be a meaningful step towards a better governance model for soccer in Alberta.

► INTRODUCTION: CHARTING A PATH FOR SUCCESS



For the ASA to be successful in its vision for the future the Association will need a comprehensive road map on “how to get there” – a pathway to success. This first Strategic Plan for the 2013-2016 timeframe was developed with a long-term vision in mind, and charts a course for success that is based on member surveys, a SWOT analysis, as well as best practices among sports organizations across Canada. The Strategic Plan is the critical first step in setting organizational goals, priorities and timelines. It also provides guidance to staff in developing business and operational plans, which support budgeting recommendations and accountability.

The road ahead will continue to present challenges and they will be met head on, because of the commitment and expertise that everyone involved brings to the success of soccer in Alberta. There will be course corrections, but we must commit to a new and better path in achieving the vision of becoming “a centre of excellence for the game, providing opportunities for all players to reach their full potential”.

► BUILDING THE PLAN

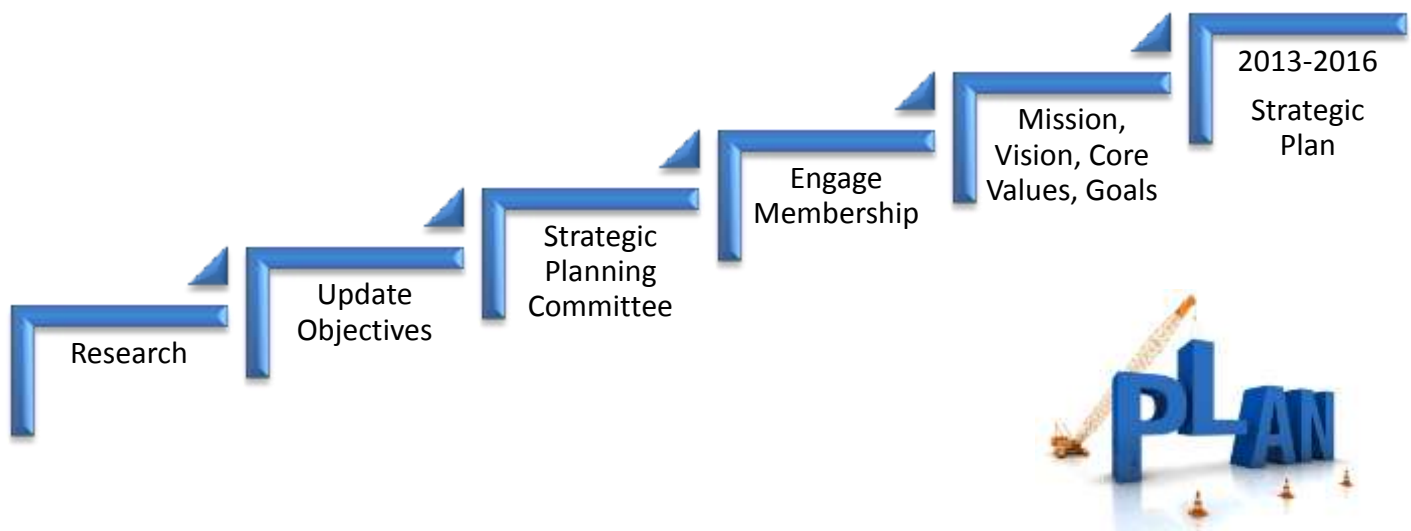
In January 2012 the Association Membership approved a list of Objectives to be filed with Alberta Registries. It was the first time since 1978 that the Objectives of the Association had been officially updated. The process used by the Constitution & By-laws Committee to come up with those Objectives was informed by research into other sport organizations in Alberta and other soccer organizations in Canada. By putting together a positive list of Objectives for the Association, the Constitution & By-laws Committee provided the foundation for the development of the ASA's first ever Strategic Plan.

Using the Association By-law Article 24.vii, the Board of Directors constituted a Strategic Planning Committee in February 2012 made up of Ole Jacobsen (President), Sherri Thorsen (Director-at-large) and Shaun Hammond (Director-at-large). These three individuals chose to add Richard Adams (Executive Director) and Debbie Shabelski (strategic consultant) to the Strategic Planning Committee.

The goal of publishing the Strategic Plan to the public in April 2013 was set at the first meeting and a timeline for work was built back to February 2012. The Strategic Planning Committee developed a strategy that would allow it to engage the general membership (through planning meetings and a membership survey) while also specifically targeting the membership through the Association's Technical, Competitions and Referee Committees.

The Mission, Vision, Core Values, Goals and Objectives for this Strategic Plan were developed between April 2012 and August 2012 and approved by the Board of Directors in September 2012. The Association membership was presented with the same list of documents in October 2012 and it was unanimously approved to move into the final stage of development.

The final result is a Strategic Plan that will enable the Association to move forward with the central principle of helping every player reach their full potential by creating a strong infrastructure, a sound governance model and quality programs and services.



► WHO WE ARE

► About the Alberta Soccer Association

The Alberta Soccer Association (ASA) began in 1909 as the Alberta Association Football League, changing to the Alberta Soccer Association in 1915. Founders created the Association to coordinate soccer games and playoffs between the provincial districts.

Since its creation, the ASA has grown to be the province's largest individual sports association - reaching over 90,000 members last year. These individuals make up 18 Member Districts across Alberta. With the goal of serving these Member Districts, the ASA:

- Operates all Provincial Select teams,
- Provides training for provincial and national selections,
- Coordinates over 100 provincial competitions annually,
- Trains provincial referees and coaches,
- Offers health insurance for soccer related incidents to all members.
- Provides standards based governance policies

► Our Vision, Mission and Core Values

VISION

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

MISSION

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

- a strong infrastructure for sound governance (*administration and communication*), and
- quality programs and services (*competitions, referees, coaching, player development and volunteers*) to safeguard the sport's long-term prosperity

CORE VALUES

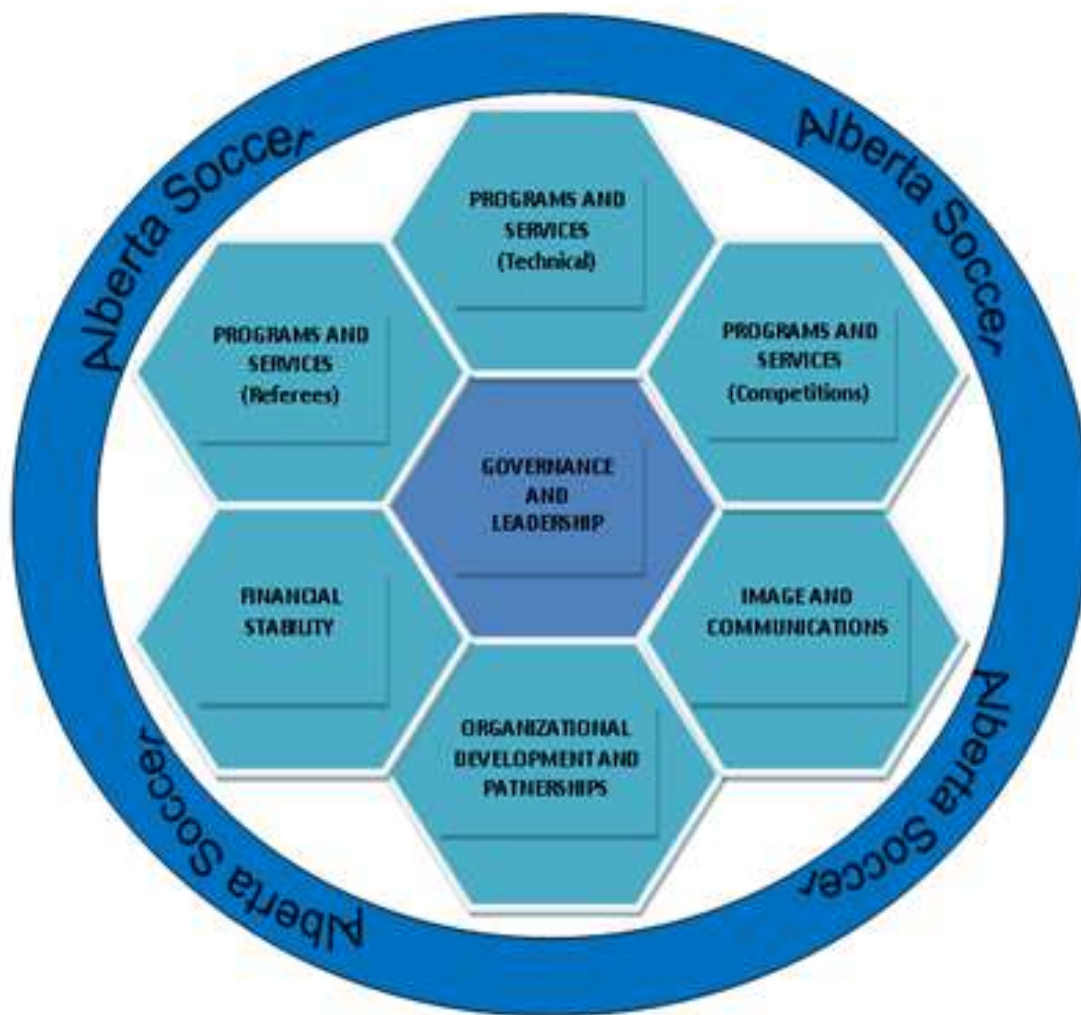
- **Fiscal Responsibility:** to practice responsible fiscal management
- **Accountability:** to enhance efficiency, effectiveness and program delivery
- **Integrity:** to make decisions in a manner that is consistent, professional, fair, transparent and balanced
- **Respect and Choice:** to treat everyone equitably, compassionately, fairly and respectfully

► WHO WE WANT TO BE

► The Alberta Soccer Network

VISION

A CENTRE OF EXCELLENCE FOR THE GAME, PROVIDING OPPORTUNITIES FOR ALL PLAYERS TO REACH THEIR FULL POTENTIAL



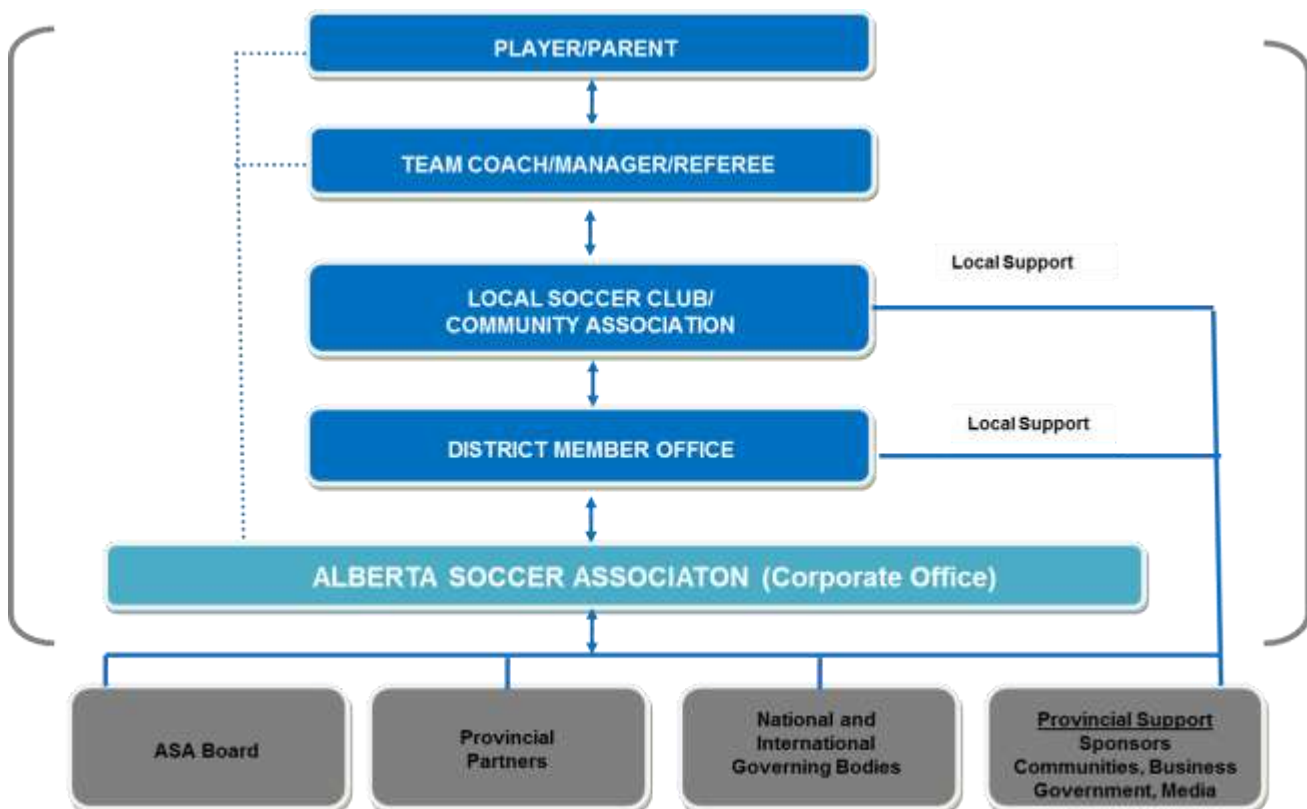
► *We need a long-term strategy to address needs. It must embrace the idea that the sport of soccer is a multi-generational investment.*

► Tackling the Challenge

- ▷ Nationwide sport affordability issues - political, policy and funding support in Alberta and Canada.
- ▷ Attaining financial sustainability.
- ▷ Growing and maintaining soccer and official participation rates.
- ▷ Building a strong volunteer base.
- ▷ Building a strong network of coaches and referees.
- ▷ Maintaining credibility and clear profile for ASA image/brand.
- ▷ Managing disputes.
- ▷ Evolving technology, communication, and social media systems and tools.
- ▷ Managing athlete and sport recognition.
- ▷ Coordinating provincial and national plans and actions.



► Communication Network



► ALIGNING WITH GOVERNMENT POLICY

The Strategic Priorities, Goals and Objectives outlined in this document are consistent with both national and provincial policy goals and objectives. The ASA recognizes that both governments have devoted significant resources towards the sport system in order to improve its effectiveness. This Strategic Plan formally represents the ASA's commitment and alignment with government policy. The following demonstrates how the ASA's Strategic Plan aligns with three major government policies:

Canadian Sport Policy 2012

The ASA Strategic Plan aligns with the first four goals of the 2012 Canadian Sport Policy: Introduction to Sport, Recreational Sport, Competitive Sport and High Performance Sport. In particular, our Strategic Priority One, Programs and Services, outlines the ASA implementation of the Long Term Player Development (LTPD) model. This LTPD model was informed by, and developed in adherence to, the Canadian Sport for Life stages. LTPD is a soccer-specific Long-Term Athlete Development model for player development, training, competition, and recovery based on biological age rather than chronological age. The LTPD model follows the principles of athlete development as laid out in the Canadian Sport For Life model which is endorsed by the Canadian Sport Policy.

Active Alberta

The ASA Strategic Plan also demonstrates how the ASA will contribute to the six outcomes stated in the Active Alberta Policy Framework. Once again, the adoption of the Canadian Sport for Life model into our own LTPD model will support Albertans in being Active as well as in their Pursuit of Excellence. Active Communities will be supported by our objective to create safe and positive environments in all soccer competitions. Active Engagement and an Active Coordinated System are closely connected to the ASA priorities titled Organizational Development and Partnerships as well as Governance and Leadership. Continuing to attract and retain effective human resources and volunteer services will help to engage Albertans in soccer while our objective to seek out and develop relationships with like-minded community stakeholders will help to achieve the goal of an Active Coordinated System.

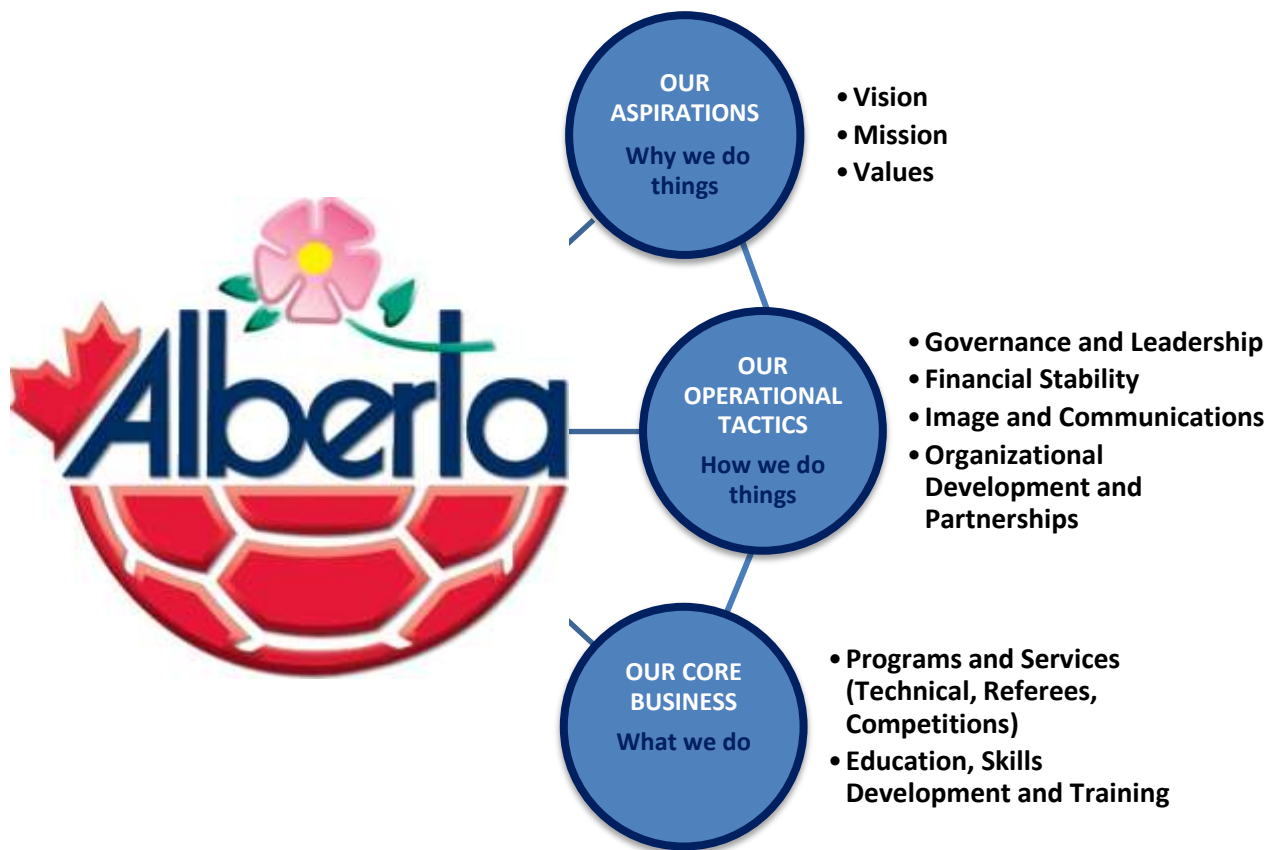
Active Canada 20/20

The ASA Strategic Plan also supports Active Canada 20/20 and its goal to increase the physical activity level of every person in Canada. The ASA's objectives to recognize the important role the sport of soccer plays in the wellness of Albertans, and to provide a competitive, unique, fun experience to the largest number of participants possible recognize the vision of Active Canada 20/20 and work towards achieving that vision.



► Our Strategic Framework

In the process of establishing the strategic goals, the following Strategic Framework has been developed. The purpose of the Framework is to illustrate inter-connections and how it all fits together into one concept. The strategic goals and objectives are described in detail on the following pages.



National and International Soccer Community



► Our Strategic Priorities

The ASA Strategic Plan has identified five Strategic Priorities which support and contribute to the overall philosophy and vision of the soccer community in the Province of Alberta.



Core Business



Priority

1

**PROGRAMS AND SERVICES
(Technical, Referees, Competitions)**

Operational Tactics



Priority

2

GOVERNANCE AND LEADERSHIP



Priority

3

FINANCIAL STABILITY



Priority

4

**ORGANIZATIONAL DEVELOPMENT
AND PARTNERSHIPS**



Priority

5

IMAGE AND COMMUNICATIONS

► Our Detailed Strategic Goals and Objectives

PROGRAMS AND SERVICES (Technical, Referees, Competitions)



Goal: Deliver quality structured systems of sport programming across soccer in Alberta.

Strategic Objectives:

Technical

- Establish and retain a network of coaches dedicated to improving the standards of play across the province
- Make training accessible to recreational and competitive coaches
- Build a pathway for coaching education across the province
- Implement a systematic plan to develop grassroots athletes at all levels in accordance with the CSA LTPD
- Support and create opportunities for high level participation with the CSA and other elite soccer organizations

Referees

- Establish and retain a network of referees dedicated to improving the standards of officiating across the province
- Build a pathway for referee education across the province
- Develop and implement a plan for the recruitment and retention of officials
- Build a comprehensive education, skills development and training program for officials

Competitions

- Provide a competitive, unique, fun experience to the largest number of participants possible
- Create a safe and positive environment with a goal towards fair play, sportsmanship and transparency at all times
- Promote the sport of soccer through participating and hosting regional and national soccer specific and multi-sport events

Performance Indicators:

- Published education continuum document available to all coaches in Alberta
- Interactive learning tools published for players and parents to access regarding the CSA LTPD model and its application
- Partnership formed with Pro Clubs and Elite Amateur Clubs in Alberta to design a year-long calendar for elite player development
- Increased new (youth and entry level) referee retention
- Online referee network for ASA registered referees with interactive learning tools
- Entry level characteristics and “whole referee” defined
- Rules modified that allow for the greatest number of participants at provincials
- Code of conduct added as appendix to the rule book and added to the signed off team information sheet
- Supporting partners in development of multi-field complexes and turf field development

► Our Detailed Strategic Goals and Objectives

GOVERNANCE AND LEADERSHIP



Goal: *In collaboration with our stakeholders and partners, the ASA is a leader in the sport of soccer in Alberta.*

Strategic Objectives:

- Commit to the ASA vision, mission, values and be guided by the strategic plan
- Develop and implement a business plan
- Model leadership through developing good governance, standards and best practices
- Facilitate the implementation of best practices to ensure appropriate representation, leadership and sound decision making at all levels
- Perform in a transparent and accountable manner and generate outcomes and results
- Foster unity within the soccer community in Alberta and with provincial and national jurisdictions
- Recognize the important role the sport of soccer plays in the wellness of Albertans

Performance Indicators:

- New governance implemented and consistent with non-profit organizations' best practices
- Improved administration delivery and organizational effectiveness

FINANCIAL STABILITY



Goal: *Attain financial sustainability by using a well-managed financial system and through building alliances in the community.*

Strategic Objectives:

- Develop, manage, utilize and optimize the budget and financial assets
- Maintain effective financial and reporting mechanisms
- Develop a fund development strategy/action plan and grant program plan
- Stimulate revenue growth through innovative practices

Performance Indicators:

- Budget allocated based on mission, values, and/or strategic plan (goals)
- Enhanced opportunities for revenue generation

► Our Detailed Strategic Goals and Objectives

ORGANIZATIONAL DEVELOPMENT AND PARTNERSHIPS



Goal: Soccer in Alberta is recognized for its leadership, organizational strengths and its ongoing strive for excellence.

Strategic Objectives:

- Develop a new organizational structure to ensure the best delivery mechanism for soccer in Alberta
- Enhance capacity to provide a skilled, trained and knowledgeable soccer community across the province
- Continue to attract and retain effective human resources
- Continue to attract and retain effective volunteer services
- Work together with the ASA membership to create an environment for organizational and leadership growth and development.
- Seek out and develop relationships with like-minded community stakeholders
- Develop a plan for consistent standards across the province
- Identify process improvement initiatives to strengthen administration
- Create a results-driven organization that measures and evaluates strategic goals

Performance Indicators:

- Improved organizational effectiveness and higher performing organization
- Enhanced capacity/clarity in relationships

IMAGE AND COMMUNICATIONS



Goal: The ASA has a clear and credible public image, while demonstrating a strong capacity to communicate its vision and goals.

Strategic Objectives:

- Strengthen the ASA image and brand
- Develop a corporate communications strategy and action plan that builds a robust communications network for soccer in Alberta
- Build a communications infrastructure for maximizing capacity province-wide

Performance Indicators:

- Improved and seamless execution of brand by ASA staff and members
- Improved usage of communication through innovative, modern, communication vehicles

► HOW DO WE GET THERE

► Our Strategic Activities

- 2013 – 2014 Business Plan
 - Produced annually by the ASA Staff
- Review of ASA Board of Directors Structure
- Review of ASA By-laws and General Rules & Regulations
- Survey of ASA Membership on ideal services
- Production of ASA Governance Policies
- ASA Communications Plan
- Increased awareness of ASA Brand, Programs and Services
- ASA Business Development Plan
- Increased Revenue Generation from non-traditional sources
- Increased awareness of the CSA LTPD Program
- Improved referee services programming
- Improved competitions structure to increase player participation
- SWOT Analysis of current ASA Business Model

Strengths

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- Soccer is #1 participation sport in Canada and Alberta
- Committed Board , District Members and staff
- Mobilizing knowledge to strengthen the soccer system
- Commitment to long-term athlete development
- ASA is at leading edge for sport development for persons with disabilities

Weaknesses

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- Governance effectiveness
- Executive functions operationally as opposed to strategically
- Brand recognition
- Poor communication strategy with membership, partners and media
- Increased revenue requirement
- Members understanding membership benefits

Opportunities

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- Albertan's are recognizing the importance of physical activity
- Community passion – incredible commitment and energy
- Continued competitiveness at all levels of play
- New Albertan's linking to their community through soccer
- Catalyzing greater private sector investment
- Increasing spectator interest

Threats

T

- Competition for sponsorships and partnerships by other sports
- Amateur soccer gets little or no promotion and/or media attention

► APPENDICES

	Active Alberta							Canadian Sport Policy						Active Canada 20/20			
ASA Goals	A A	A C	A E	A C S	A P O E	A O		I N T	R E C	C O M P	H P	S 4 D		P & S	C D	I N F O	P O L
In collaboration with our stakeholders and partners the ASA is a leader in the sport of soccer.		✓		✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓
Attain financial sustainability using a well-managed financial system and by building alliances in the community.	✓		✓					✓	✓					✓		✓	✓
Soccer in Alberta is recognized for its leadership, organizational strengths and its ongoing strive for excellence.	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓	✓
The ASA has a clear and credible public image, while demonstrating a strong capacity to communicate its vision and goals.		✓	✓	✓				✓	✓							✓	✓
Deliver quality structured systems of sport programming across our soccer communities.	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓



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COMMUNICATIONS
EVENT MANAGEMENT

