



# Strategic Framework 2006-2010

November, 2006



# THE OSA STRATEGIC FRAMEWORK

## Background

Under the direction of the Board of Directors and the Membership, The Ontario Soccer Association early in 2006 launched a project to build a new Strategic Framework for the Association and the extended "Soccer Family".

The project was designed to provide every Member of the Ontario Soccer Family a voice in creating The OSA's new Strategic Framework.

To this end, a province-wide consultation process involving 25 Facilitators and some 2,000 Participants representing all the District Associations was conducted to find ways to enhance Ontario's Soccer experience and improve the development of Soccer in the Province.

Consultation topics included Coaching Development, Player Development (Grass Roots and High Performance), Referee Development, Club and District Association Development, Relationships within the Ontario Soccer Association Family and other issues or areas of concern.

In June, 2006, Action Priorities arising out of the Consultations were validated at The OSA Play Soccer Summit by representatives from all the District Associations across Ontario and invited guests.

A Strategic Framework was drafted and an Operational Strategy and Action Plan for The OSA Strategic Directions Framework 2006–2010 was presented to The OSA Board of Directors in September.

In October, the Board of Directors, together with a special representative from each District Association, met and finalized the Strategic Outcomes and Measurements.

The OSA Consultation process on the Strategic Framework was a first for The Association and the largest of its kind ever staged by a Provincial Sport Organization in Canada.

# Vision for Soccer in Ontario by 2020

**Soccer is Ontario's sport of choice, the game everyone plays.**

- Soccer provides an enjoyable experience in a positive environment, is affordable and accessible to all and contributes to a healthy lifestyle. Players' needs and aspirations guide the directions of the sport. Trained and competent coaches and referees support players, allowing all involved to achieve their full potential.
- Committed and capable administrators work together as a team to guide the development and promotion of the game. Clarity of roles and responsibilities ensures efficient use of human and financial resources and positive working relationships among the network of organizations involved.
- Soccer, the world's game, is recognized and valued in Ontario for its contribution to developing individuals and communities. As a result it has a huge fan base and public support.



# Values for Soccer in Ontario

- **Player-centred**  
Players are the primary focus in the development of the game of soccer.
- **Enjoyable**  
Having fun is an integral part of a rewarding soccer experience.
- **Inclusive**  
Soccer welcomes all who wish to participate.
- **Integrity and Ethical Behaviour**  
Soccer promotes fair play, high moral principles and professional standards.
- **Respect**  
Soccer builds a respect for others.
- **Community Pride**  
Soccer contributes to developing healthy and responsible individuals, with a sense of pride for their communities.



## Mission of The OSA

*The Ontario Soccer Association provides leadership and support for the advancement of soccer in collaboration and cooperation with our membership, partners and other stakeholders by providing exceptional and sustainable programs and services.*



# Operating Principles for The OSA

*The OSA conducts its business under these operating principles:*

1. Operating in a spirit of collaboration and cooperation
2. Recognizing the diversity among members and treating all fairly and with respect
3. Providing timely and accurate communication
4. Being open, transparent, and accountable
5. Being an efficient and effective business with a strong customer focus
6. Encouraging the highest standards of excellence and professionalism



# Strategic Outcomes and Measurements

## ***OUTCOME***

## ***MEASUREMENT***

### **1. Organizational Development**

The network of organizations within The OSA has capable and committed people, appropriate and efficient processes and systems, effective use of technology, supported by shared and useful documentation.

- Increased clarity of roles, responsibilities and accountabilities
- Improved systems and processes to support management capacity
- Increased effectiveness in use of technology within the OSA network
- Increased sharing and availability of documentation

### **2. Volunteer Development**

All volunteers can contribute effectively to the leadership and management of their organization, with the required skills, loyalty, and confidence.

- Increased number of volunteers
- Increased satisfaction by volunteers
- Increased recognition of volunteers

### **3. Technical Development**

a) Coach Development: Coaching soccer is seen as a positive opportunity, resulting in more coaches and more training courses. Guided by a Coaching Development Model, the increase in number and quality of coaches has a direct impact on the improved skills and caliber of play in Ontario soccer.

- Increased satisfaction of coaches
- Increased number of coaches improving knowledge through professional development opportunities
- Increased retention of players

b) Referee Development: There are enough qualified referees to meet the needs of the sport. The climate of mutual respect and tolerance has resulted in a positive experience for referees, and increased their length of tenure.

- Increased retention rates by age and classification
- Increased number of active, certified referees
- Decreased harassment of referees

c) Player Development: With an Athlete Development Model from U4 to U21, players have opportunities to participate to the level of their choice within the many programs offered. Talented athletes who seek excellence are supported to participate in the high performance opportunities within Ontario soccer.

- Increased number of players
- Increased satisfaction of players
- Improved flow of athletes from clubs to high performance opportunities
- Increased number of athletes playing at a higher level beyond OSA supported

### **4. Sustainability**

The network of organizations has adequate financial and human resources to sustain programs and services for the soccer membership. Ontario has adequate indoor and outdoor facilities to meet the membership needs.

- Increased financial capacity to ensure sustainable operating funds for the network of organizations
- Increased support to the membership to build sustainability
- Decreased waiting lists at Clubs, with a goal of eliminating all waiting lists
- Increased number of facilities – indoor and outdoor

### **5. Promotion**

Soccer is recognized as contributing to the health, social and economic development of Canadians and their communities. The OSA is recognized as the preeminent organization for soccer in Ontario with increasing membership and profile of the sport and organization. Soccer is included in the school curriculum across Ontario, and there is a strong relationship between school-based soccer and organized soccer.

- Increased amount of media coverage of soccer
- Decreased number of non-sanctioned clubs
- Increased number of school-based soccer programs
- Increased awareness of the benefits of membership within The OSA



# PLAY SOCCER

[www.playsoccer.ca](http://www.playsoccer.ca)

A program of The Ontario Soccer Association



Play Soccer programs provide a unique experience for parents, players, coaches, referees, volunteers and fans to increase their knowledge and enjoyment of soccer in Ontario. Play Soccer initiatives provide an opportunity for all participants from the grassroots level to the high performance level to enhance the quality of their experience.

## On The Road



For more information on Play Soccer programs, visit

[www.playsoccer.ca](http://www.playsoccer.ca)



ROGERS

BMO Bank of Montreal

