

CBS Soccer Association		
2023-2026 Strategic Plan		
Strategic Direction # 1	Goal	Action Plan Initiative
Communications	External Stakeholder Engagement	Created the Philism on facebook. Planning coach appreciation seriers. Creating a schedule for surveys to go to our membership, also considering an advisory committee to help with activities and events. Have been talking to town to discuss the infrastructure related to soccer. Creating a scheduled thank you for sponsors, volunteers and partners on social media.
	Communications Plan	Started to rview the website and decide on changes for the website to make it more user friendly and accessible.
Strategic Direction # 2	Goal	Action Plan Initiative
Capacity	Administrative Structure	Created two new position: Executive Director and Technical Director. Annual review for AGM
	Board Structure & Roles Review	Annual review for AGM
	Review Constitution	Annual review of Constitution & policies with proposed changes for AGM.
	Succession Planning, Staff, and Board	CBS Soccer Association is committed to leadership continuity through mentorship and professional development, ensuring future leaders are identified and supported within the club.The Association employs both full-time and seasonal staff, including an Executive Director, Technical Director, and administrative support, ensuring the smooth delivery of all soccer programming. The Board of Directors provides oversight, strategic direction, and community representation, with annual elections ensuring diverse and engaged leadership.
Strategic Direction # 3	Goal	Action Plan Initiative
Financial Sustainability	Offer Programs that are financial accessible	CBS Soccer Association is committed to providing programs that are financially accessible to all members of our community. We actively support families through partnerships with programs such as KidSport, Jumpstart and Sammy's Climb Higher Foundation, and offer flexible payment options to ensure no player is excluded due to financial barriers. In addition, we did not increase the fees for winter training and the club is reviewing opportunities for families to volunteer or fundraise to help offset registration fees. We offer the Strikers Star Development program, which is offered to all exceptionalities. Our goal is to make soccer accessible to every child who wants to play, regardless of economic circumstances.
	Revenue Diversification	CBS Soccer Association maintains a strong focus on revenue diversification to ensure long-term financial sustainability and minimize reliance on any single income source. In addition to registration fees, the Association generates revenue through sponsorships, fundraising initiatives, merchandise sales, and seasonal camps, including the new Easter Camp and After-School Camp. We also actively pursue grant opportunities and community partnerships to enhance program delivery and support facility development. This balanced approach enables CBS Soccer to continue providing high-quality, affordable programming for all participants while maintaining strong financial health.
Strategic Direction # 4	Goal	Action Plan Initiative
Infrastructure	Attainment of Indoor Pitch & Outdoor Development	Announcement of CBS Community Lifestyle Centre which will include an indoor turf. CBS Soccer Association continues to prioritize the development and enhancement of outdoor pitches to meet the growing needs of our players and programs. Working closely with the Town of Conception Bay South, the Association supports ongoing field maintenance and explores opportunities for facility expansion to accommodate increasing participation. Our goal is to provide safe, high-quality playing surfaces that enhance player development, promote community engagement, and ensure long-term access to outdoor soccer for athletes of all ages and skill levels.
	Better Maintenance of School Pitches	ED had meeting with town. School pitches are not turned over to the town until June 1st. Upgrades began this season, there was sod added to several fields.
Strategic Direction # 5	Goal	Action Plan Initiative
Programming	Recruitment, Retention, and Development of Female Soccer Players	Launch of a female mentorship program (in connection with the She Can Coach initiative).Female coaches leading youth programs to provide visible role models.Targeted recruitment of girls in younger age groups through school outreach and/or community events.Flexible scheduling and supportive environments to retain teenage female players.Leadership opportunities for older players — assistant coaching, mentoring, refereeing.Focus on creating an inclusive, empowering culture where female voices are heard and valued.
	Foster Elite & Competitive Soccer Players	CBS Soccer Association is dedicated to fostering the development of elite and competitive soccer players through structured, progressive, and high-quality programming. Our competitive teams provide athletes with the opportunity to train in a challenging environment under the guidance of certified coaches and our Technical Director. Year-round training, advanced development programs, and participation in competitive leagues prepare our players to succeed at the provincial and national levels. By emphasizing technical skill, tactical understanding, and character development, CBS Soccer ensures that our athletes are well-equipped to reach their full potential both on and off the field.
	Recruit, Train, and Retain Coaches	Recognizing that the strength of our programs depends on the quality and commitment of our coaches. We are dedicated to recruiting, training, and retaining coaches who share our vision for player development and community engagement. Through collaboration with Canada Soccer and NLSA, our coaches receive access to formal training, mentorship, and ongoing support from our Technical Director. By fostering a positive coaching culture and providing clear pathways for growth, CBS Soccer ensures that our coaches are confident, capable, and motivated to remain part of our organization year after year
	Referee Development & Retention	Will host a referee certification course at the clubhouse through NLSA annually. Metro put in place a mentorship program which at times paired new referees with experienced officials. Providing ongoing communication, evaluation, and feedback..Ensuring a safe, respectful environment for referees, free from abuse or intimidation.CBS Soccer is dediatted to developing a clear pathway for advancement from youth to senior officiating.