



STRATEGIC PLAN 2023-2026



OUR VISION

PROVIDING A QUALITY SOCCER EXPERIENCE FOR ALL PARTICIPANTS.

OUR MISSION

TO PROVIDE LEADERSHIP TO GROW AND DEVELOP SOCCER ENABLING ALL PARTICIPANTS TO REACH THEIR HIGHEST GOALS.

OUR VALUES

PLAYER-CENTERED

Players are our primary focus while working in the best interest of all in a welcoming environment.

ETHICAL

We exhibit high moral principles and strive to provide standards-based programs.

INCLUSIVENESS

We provide inclusive and equitable access for all ages and abilities.

EXCELLENCE

We are committed to leading the development of soccer in Newfoundland and Labrador.

RESPECT

We respect and value the views of our members while ensuring we work and collaborate in a fair, honest and transparent manner.

QUALITY

We strive to be the best we can be.

GOVERN

ESTABLISH A MORE EQUITABLE AND STRATEGIC GOVERNANCE STRUCTURE THAT PROMOTES DIVERSITY AND INCLUSION.

- Implement a strategic board governance model in line with Canada Soccer requirements.
- Recruit members to the Board using a skill-set based structure.
- Conduct a review of existing by-laws to be in line with Canada Soccer.
- Encourage and support inclusion, equity, and diversity in the organization's board of directors, subcommittees, policies and procedures.

GROW

1. STRENGTHEN FINANCIAL RESOURCES AND OVERSIGHT OF THE NLSA.

- Implement an annual budget development process with stakeholder engagement.
- Develop and adhere to financial policies and controls, such as but not limited to an Executive Limitations Policy.
- Conduct an annual review of fee structures for players, officials, members and programs.

2. DIVERSIFY REVENUE STREAMS.

- Establish a fund development subcommittee.
- Increase alternative revenue streams in areas such as fundraising and sponsorships.

3. CREATE AND MAINTAIN A PROFESSIONAL AND COHESIVE TEAM ENVIRONMENT IN ALL ASPECTS OF THE NLSA.

- Develop and implement a Human Resources succession plan.
- Develop and implement a Human Resources Policy and Procedures Manual.
- Create job descriptions with clear roles and responsibilities for each staff position within the organization.
- Conduct annual performance reviews for all staff.
- Implement a strategic volunteer recruitment, retention and development plan.

DEVELOP

1. STRENGTHEN AND BUILD OUR PLAYERS, COACHES AND OFFICIALS THROUGH MEANINGFUL EXPERIENCES THROUGHOUT THEIR SOCCER CAREERS.

- Complete a review to identify current gaps and opportunities in the recruitment and retention of officials.
- Implement a referee recruitment, retention and development plan.
- Provide continual support to develop, retain, and train soccer officials through professional development and mentoring opportunities.

2. INCREASE AND ENHANCE RURAL PROGRAMMING AND COMPETITIONS.

- Develop a rural engagement and outreach initiative.
- Increase the availability and frequency of camps, programs, and mentorship opportunities in rural communities.
- Ensure provincial programs are accessible, affordable and inclusive.

3. INCREASE AND EXPAND DIVERSITY AND INCLUSION WITHIN THE NLSA.

- Conduct stakeholder engagement consultation with diverse communities.
- Develop and implement a diversity and inclusion strategy.

ASPIRE

IDENTIFY AND DEVELOP NEW OPPORTUNITIES IN COMPETITION.

- Conduct a thorough review of current competitions to ensure that they meet or exceed all regulatory requirements and standards.
- Conduct a review of PYL and current league structures to identify opportunities to strengthen PYL program province-wide.
- Determine the feasibility of creating a U19/U21 league to enhance continued development of players beyond U17.
- Host a Women's Masters tournament to determine interest and feasibility of establishing a women's masters league.
- Identify opportunities to create, encourage and develop FUTSAL in the province.



NEWFOUNDLAND & LABRADOR
SOCCER ASSOCIATION