



Creating a Lifelong Passion for Soccer in Prince Edward Island

2016-2019 Strategic Plan

November 2016

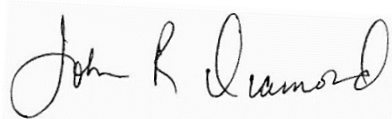
MESSAGE FROM THE PRESIDENT

Soccer is one of the most active sports in Prince Edward Island, with more than 6,000 players, coaches, referees, and volunteers across the province. As the provincial sport governing body for soccer, Prince Edward Island Soccer Association is pleased to see this level of involvement and the passion for soccer from one end of the Island to the other.

The PEISA Executive, Board and Management recognized the need to develop a three-year strategic plan to lead the development and growth of soccer in Prince Edward Island. A Strategic Planning Steering Committee was established to oversee the planning process and the development of the strategic plan and a third-party consultant, MRSB Consulting Services, was engaged to facilitate this process. We were pleased with the feedback we received from club, partner, and PEISA representatives throughout the planning process.

The 2016-2019 Strategic Plan outlines four strategic priorities that will help PEISA carry out its mission to lead the development and growth of soccer in PEI: supporting our clubs, developing the sport, promoting the sport, and strengthening our association. We are confident that with the continued support of all our partners – PEISA Board, staff, member clubs, PEI Soccer Referee Association, provincial government, affiliate members, sponsors, Canada Soccer, Sport PEI and our many, many volunteers we will be able to collectively achieve our vision of *Creating a Lifelong Passion for Soccer in Prince Edward Island*.

Thank you to all of you for your continued support, commitment, and passion for soccer in PEI!

A handwritten signature in black ink, reading "John R. Diamond". The signature is written in a cursive style with a large, stylized "J" and "D".

John Diamond
President
Prince Edward Island Soccer Association

Vision

Creating a lifelong passion for soccer

Mission

Lead the development and growth of soccer in Prince Edward Island

Values

- Player-centered
- Inclusive
- Respect
- Integrity
- Strong partnerships



STRATEGIC PLAN 2016-2019

Our Strategic Priorities

SUPPORTING OUR CLUBS

Objective: Support clubs in promoting vibrant soccer communities

1. Elevate the technical support for Mini Programs, ensuring soccer players have equal access to gain fundamental skills
2. Enhance coach and technical training and awareness of development opportunities at all levels of play
3. Support clubs in building internal capacity in the areas of governance, administration, technical and operational delivery

DEVELOPING THE SPORT

Objective: Provide opportunities for the development of knowledge, skills and abilities in soccer

1. Bring leadership in governing the sport
2. Ensure all programming is player-centered with a focus on renewing the competitive structure and reviewing the high performance program
3. Allocate resources to support recreational, competitive and high performance levels that are aligned with Long-Term Player Development
4. Develop strategies to retain volunteers (qualified coaches, qualified referees, administrative and leadership) and promote long-term involvement in the sport
5. Roll out a multi-year plan for mandatory training and certification for soccer coaches
6. Ensure access to quality facilities and equipment

PROMOTING THE SPORT

Objective: Promote, encourage and motivate people to become and stay involved in soccer

1. Work with clubs to promote soccer and achieve optimal player retention at all levels of play
2. Enhance the promotion of soccer across the province
3. Attract national championships to Prince Edward Island
4. Stay abreast of the changing demographic and cultural environment in PEI

STRENGTHENING OUR ASSOCIATION

Objective: Bring strong leadership, collaboration, and optimal alignment of resources to advance priorities

1. Enhance communications between PEISA and clubs and better inform government and stakeholders of the importance of soccer in PEI and Canada
2. Review the organizational structure with the view of effectively aligning resources to carry out strategic priorities
3. Strengthen board governance to support good practices and effective and efficient decision making
4. Grow valued partnerships (e.g., government, sponsors, post-secondary institutions, Canada Soccer, affiliate members, and Sport PEI)



Building Blocks for Creating a Lifelong Passion for Soccer

Strong Clubs
Across PEI

Strong Foundation with
Mini Soccer Program

Recreational and
Competitive Pathways

Quality Coaches,
Referees, and Facilities

Passionate
Volunteers and Staff

Leadership
and Governance

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VISION (OUR ULTIMATE GOAL)

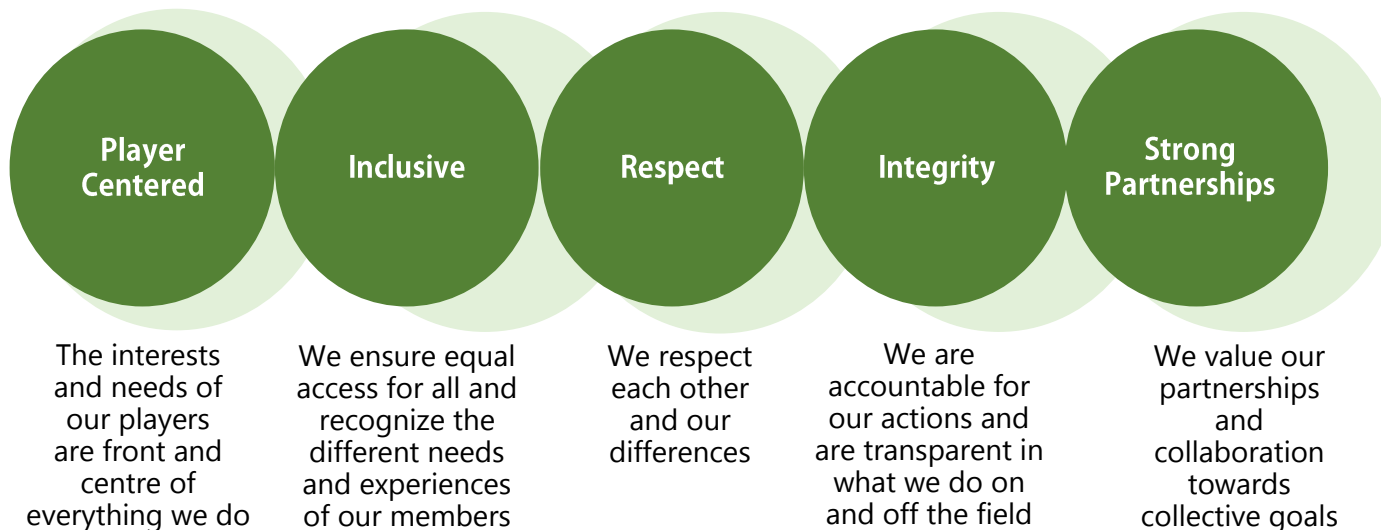
Creating a lifelong passion for soccer

MISSION

Lead the development and growth of soccer
in Prince Edward Island

VALUES

The following values guide the everyday actions of staff, Board, members, volunteers, coaches and referees:



OUR PURPOSE

Prince Edward Island Soccer Association (PEISA) is the Provincial Sport Governing body for soccer on PEI and an affiliated member of Canada Soccer Association. PEISA is a member-based organization with more than 6,000 players, coaches, referees and volunteers.

PEISA has twelve (12) member clubs:

Prince County

West Prince Storm Soccer Club
Summerside United Soccer Club
Kensington & Area Soccer Club

Kings County

Eastern Eagles Soccer Club
Souris Lamplighters Soccer Club
Morell Strikers Soccer Club

Queens County (RC United)

Eliot River Ramblers Soccer Club
Central Queens Clippers Soccer Club

Charlottetown East (Hillsborough United)

Stratford Soccer Club
Sherwood-Parkdale Rangers Soccer Club
North Shore Sharks Soccer Club

Charlottetown West

Winsloe Charlottetown Royals Football Club

PEISA's affiliated members include Atlantic University Sport, Atlantic Collegiate Athletic Association, and PEI School Athletic Association.

PEISA has four staff members, an Executive made up of 9 elected representatives, along with a Board of Directors made up of the Presidents of the member clubs.

PEISA's role is to provide an environment that fosters love for the sport of soccer in Prince Edward Island, encouraging long-term involvement.

PEISA carries out its mission to lead the development and growth of soccer in PEI through these activities:

- Governance of the sport of soccer in PEI
- Program development
- Development of players, coaches and officials
- Competitive structure at all levels
- Volunteer support and recognition
- Support to members related to governance, administrative, technical and operational delivery
- Player and family support
- Administration (financial management, insurance, team schedules, rules and code of conduct)
- Promotion of soccer at all levels of involvement
- Acting as the voice for soccer at the provincial and national levels

Programming includes (U refers to 'Under'):

- Mini Programs (U4 to U10)
- U12 to U19 Youth Programs
- Senior Programs
- High Performance Program

SUCCESS INDICATORS

To successfully carry out our mission to lead the development and growth of soccer in PEI, PEI Soccer Association will focus on achieving a positive impact on each of the following:

- Number of new soccer players
- Retention of existing soccer players over a lifetime (as players, coaches, referees, volunteers, and ambassadors)
- Attraction and retention of qualified coaches
- Retention of qualified referees
- Number of engaged volunteers in all capacities (PEISA and clubs), building on our pool of passionate and committed volunteers
- Diversity among our players, coaches, referees, and volunteers
- A fun environment
- Strong and valued partnerships



OUR STRATEGIC PRIORITIES

We will work towards our vision and mission by:

- **Supporting Our Clubs** in promoting vibrant soccer communities
- **Developing the Sport** by providing opportunities for the development of knowledge, skills and abilities in soccer
- **Promoting the Sport** by encouraging and motivating people to become and stay involved in soccer
- **Strengthening Our Association** by bringing strong leadership, collaboration, and optimal alignment of resources to advance priorities

Supporting Our Clubs

Objective: Support clubs in promoting vibrant soccer communities

1. Elevate the **technical support for Mini Programs**, ensuring soccer players have equal access to gain fundamental skills
2. Enhance **coach and technical training and awareness of development opportunities** at all levels of play
3. Support clubs in **building internal capacity** in the areas of governance, administration, technical and operational delivery and enhance communications with clubs



Developing the Sport

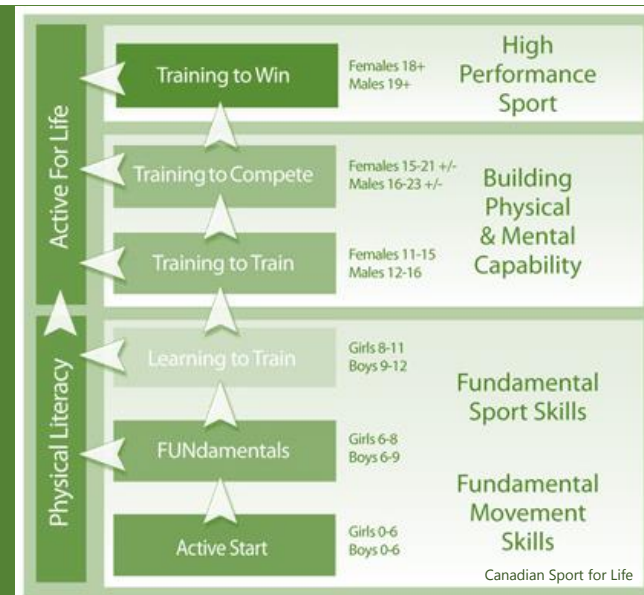
Objective: Provide opportunities for the development of knowledge, skills and abilities in soccer

1. Bring leadership in **governing the sport**
2. Ensure all programming is **player-centered** with a focus on renewing the competitive structure and reviewing the high performance program
3. Allocate **resources to support recreational, competitive and high performance levels** that are aligned with Long-Term Player Development
4. Develop strategies to **retain volunteers** (qualified coaches, qualified referees, administration and leadership) and promote long-term involvement in the sport
5. Roll out a multi-year plan for **mandatory training and certification** for soccer coaches
6. Ensure access to **quality facilities and equipment**

PEISA promotes Long-Term Player Development (LTPD)

LTPD is a model of athlete development that has been “designed to give players an optimal soccer experience at every stage by putting their needs front and centre.”

Canada Soccer Pathway



Promoting the Sport

Objective: Promote, encourage and motivate people to become and stay involved in soccer

1. Work with clubs to promote soccer and achieve optimal **player retention** at all levels of play
2. Enhance the **promotion of soccer** across the province
3. Attract **national championships** to Prince Edward Island
4. Stay abreast of the **changing demographic and cultural environment**



Strengthening Our Association

Objective: Bring strong leadership, collaboration, and optimal alignment of resources to advance priorities

1. Enhance **communications** between PEISA and member clubs and better inform government and stakeholders of the **importance of soccer** in PEI and Canada
2. Review the **organizational structure** with the view of effectively aligning resources to carry out strategic priorities
3. Strengthen **board governance structure** to support good practices and effective and efficient decision making
4. Grow **valued partnerships** (e.g., government, sponsors, post-secondary institutions, Canada Soccer, affiliate members, and Sport PEI)

IMPLEMENTATION

An implementation plan has been developed and will help guide the execution of the strategic priorities outlined in this strategic plan. Strategic priority updates will take place during quarterly board meetings and the annual review of the strategic plan.

Year One Priorities

Year one priorities include the following:

- Club support for Mini Program (e.g., Preferred Training Model and skills-based outcomes)
- Clearly communicated schedule of annual priorities related to recreational, competitive and high performance activity by PEISA Technical Staff
- Player-centered competitive structure review
- Review of sport governance best practices and documentation
- Board governance structure review to support transparent and effective decision making
- Defined marketing priorities and multi-year budget
- Stronger communications between PEISA and clubs
- Alignment of internal resources to carry out the strategic priorities
- Implementation process for this strategic plan

STRATEGIC PLANNING PROCESS

PEISA recognized the opportunity to embark on a process to develop a new three-year strategic plan. A Strategic Planning Steering Committee was established and mandated to oversee the development of the strategic plan and MRSB Consulting Services was engaged to facilitate the strategic planning process.

The process included the following:

- Summary analysis of feedback received by various stakeholders through an online request for feedback
- Facilitated stakeholder workshop involving representatives of clubs, the PEI Soccer Referee Association and Atlantic Canadian Representative of the Canadian Soccer Association Board
- Summarized feedback from stakeholder workshop and feedback from Executive, Board and Staff
- Facilitated strategic planning session involving members of Executive, Board (Club Presidents), Staff and Steering Committee
- Facilitated follow-up session with the Steering Committee to further develop the strategic plan and focus on implementation planning
- Presentation to and approval of the 2016-2019 Strategic Plan by PEISA Executive and Board

APPENDIX A: LEADERSHIP

Strategic Planning Steering Committee

The following members of the Strategic Planning Steering Committee provided guidance and support on the strategic planning process and worked with MRSB Consulting Services to define the final strategic plan and implementation plan for approval by the Executive and Board:

Steven Campbell
Christine Da Prat
Sherrie Langley
Lori Lund
Nick Murray
Jonathan Vos
Peter Wolters

Executive

John Diamond, President
Kirk McAleer, Vice President
Chelsey Gorveatt, Treasurer
Nick Murray, Secretary/Registrar
Bruce Norton, Technical Director
Susan Deighan, Senior Women's Director
Mike Goeseels, Senior Men's Director
Jim Chandler, Director of Officials
Blair Weeks, Youth Director

Board Members and Club Presidents

Monica Simpson, Central Queens
Lori Lund, Eastern Eagles
Jonathan Gauthier, Eliot River
DJ Welton, Kensington & Area
Wendy MacLaren, Morell
Mark Steele, North Shore
Martha Ellis, Sherwood-Parkdale
Sherry MacDonald, Souris
Christine Da Prat, Stratford
Steven Campbell, Summerside
Lincoln Rix (and Kevin Porter), West Prince
Mark Victor, Winsloe-Charlottetown

PEISA Staff

Peter Wolters, Executive Director
Jonathan Vos, Technical Director
Graeme McDonald, Manager of Player Development
Lewis Page, Manager of High Performance

Workshop Participants

Thank you to club representatives, the President of the PEI Soccer Referee Association and the Atlantic Canadian Representative of the Canadian Soccer Association Board for providing feedback during our May 2016 workshop.

Thank you as well to all club representatives and Board, Executive and staff members who submitted feedback online throughout the planning process.