



**SASKATCHEWAN**  
SOCCER ASSOCIATION

## **SSA Strategic Plan 2023-2026**

*Everyone's Game, Everyone's Responsibility*





For more than 100 years, Saskatchewan Soccer Association has governed the development, advancement, and promotion of the sport in our province. Through the various trials and tribulations, we have created a legacy at home and throughout the country as a member-driven, collaborative, innovative, and forward-thinking organization. More recently, we have been leaders in areas of governance reform and excellence, in creating inclusive spaces for all who wish to participate in the game, and in driving unique partnerships to provide the best opportunities for participants to advance to regional, national, and international opportunities. Many of our best and brightest have achieved truly world-class accomplishments across all areas of the game; players, coaches, referees, administrators, and volunteers that showcase Saskatchewan's truly unique fabric.

With the release of Everyone's Game 2023-26 Strategic Plan, Saskatchewan Soccer has laid the foundation to take advantage of the once-in-a-generation opportunity that lies before us in Canadian soccer. The future of soccer in Saskatchewan and in Canada will be written in coming years as we springboard from a platform built upon Olympic excellence, World Cup determination, and exponential domestic professional growth. We aspire to provide every young Saskatchewan athlete with a quality intro to the game, a complete and connected development pathway that propels more participants toward the high-performance environments and structures of the international game, and a well-resourced, educated, and supported community of Member Organizations, players, coaches, referees, administrators, supporters, partners, fans, and families.

In collaboration with and alignment to the structures in place for football internationally, we will create a platform from which the international voice and flavour of the world's game is truly cultivated in Saskatchewan. We will work to create a solitary voice for the growth and advancement of the game in communities across the province and serve to inspire and connect with values-aligned organizations and partners to showcase the benefits of our sport to all. Our commitment to member services will continue to guide us as we work to support the clubs that provide the vital front-line services that underpin our competitions and programs while advocating for an adequate system of support from our partners in the community, government, and sporting system.

Our commitment to excellence is based on our belief that all who wish to participate in soccer in Saskatchewan have a right to a quality sporting experience that is developmentally appropriate and leads to life-long participation. We will work to ensure those rights are supported by the responsibility we all have to develop, govern, and grow the game and support all Saskatchewanians to reach their potential in the world's game.

As we move toward 2026 and the opportunity a home World Cup will bring to all Canadians, we remain steadfast in our commitment to ensuring local opportunities are available to all regardless of geography, ability, religion, colour, creed, or potential. Saskatchewan Soccer is resolute in these commitments and are proud to present our 2023-26 Strategic Plan: Everyone's Game, Everyone's Responsibility.



Lisa Bagonluri  
*President*



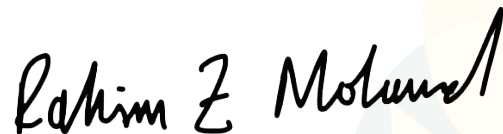
With the momentum of a strong recovery from the challenges of the COVID-19 pandemic, and supported by a Whole of Soccer plan, there has never been a more promising time for the world's game to be cultivated in Saskatchewan. Our Everyone's Game, Everyone's Responsibility 2023-26 Strategic Plan provides the framework for Saskatchewan Soccer to self-actualize as a leading governing body for sport both in Saskatchewan and among Canada Soccer's Member Associations.

Creating programs that ensure a quality sport experience for young Saskatchewan athletes must be our top priority. With a quality introduction to soccer, participants must set out on a pathway that supports their development. By providing competition structures in which comparable competition is provided for teams across all levels of the game in the province, we can ensure that we provide a quality experience for participants for as long as they wish to be involved in the game and at the level that is right for their development profile.

We will not be able to achieve these goals alone. In collaboration with our governing bodies, our Member Organizations, domestic and provincial sport bodies, and with the 40,000 participants in the game across the province, we will work to build on the legacy of collaboration and support that our province and our sport system has become known for. By attracting leading candidates in roles to continue the evolution of our program offerings and ensuring a well-served membership through the strategic distribution of our Member Assistance Program funding, we will continue to aspire to provide best-in-class development and member service offerings for Member Organizations, players, coaches, referees, and administrators.

The opportunity to create a legacy is before us all with a once-in-a-lifetime World Cup host duty just on the horizon. Together with our partners, our members, and all participants, we look forward to working together to create an inclusive, welcoming, and connected soccer system in Saskatchewan that allows us to take advantage of the momentum.

With a nod to the path that was blazed before us, and our eyes firmly fixed on the opportunity of the future, I'm proud of the vision set forward in our ambitious Everyone's Game, Everyone's Responsibility 2023-26 Strategic Plan and look forward to working with all stakeholders across the game to create a legacy for Saskatchewan.



Rahim Z Mohamed  
*CEO & Sporting Director*

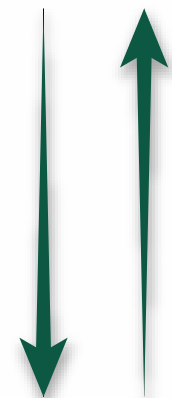
# Saskatchewan Soccer Association

Cultivating the world's game in Saskatchewan

Saskatchewan Soccer is the Provincial Governing Sport Body responsible for the governance and promotion of the game of soccer in Saskatchewan. A member association of Canada Soccer, Saskatchewan Soccer represents member organization clubs and academies that operate in the province.

## Vertically Aligned Strategy

Aspiration



Execution



**Mission:** Soccer enriches people's lives and builds strong relationships in Saskatchewan.

**Vision:** To develop great people and connect healthy communities in Saskatchewan through lifelong participation in soccer.

**Strategy:** Saskatchewan Soccer's Board of Directors provides strategic guidance to the organization in pursuit of its mission and vision.

**Operations:** Staff work to execute the mandate of the association and achieve the strategic vision of the board through the strategic plan.

**Values:** Our values guide the daily behaviours of our staff and board in pursuit of our strategic goals and in pursuit of operational excellence.

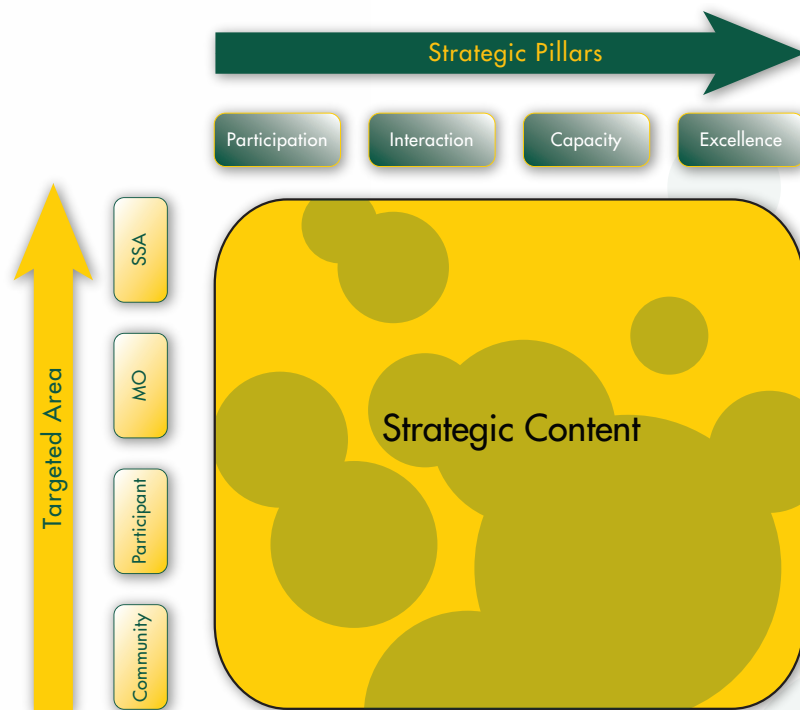
**Integrity** – We believe that sport should be a safe, welcoming, and positive experience for all.

**Inclusivity** – We work intentionally to build an equitable system that represents everyone in Saskatchewan.

**Innovation** – We seek to find new and creative approaches to the development of soccer throughout Saskatchewan.

## Participation, Interaction, Capacity, Excellence

Saskatchewan Soccer's Strategic Pillars follow Saskatchewan Sport's priority areas: Participation, Interaction, Capacity, and Excellence.



The **Participation** pillar is driven by a passion to provide all who wish to enjoy the benefits of soccer with an experience that matches and fulfills their needs

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The **Interaction** pillar is inspired by the interconnected nature of football and will demand excellence in the promotion, reputation development, and amplification in the global conversations of football.

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The **Capacity** pillar will ensure a scalable system that prioritizes an understanding of the requirements of the Saskatchewan population as it relates to accessible, welcoming, inclusive versions of the game.

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The **Excellence** pillar will drive organizational best practices and standards ensuring continuous improvement to take advantage of the opportunity presented by the momentum of success and coming World Cup hosting realities.

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*Everyone's Game, Everyone's Responsibility* is presented as a matrix showing areas of collaboration, impact, or targeted outcome across Saskatchewan Soccer, its Member Organizations, the game's participant base, and the broader Saskatchewan community in general.

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## Everyone's Game, Everyone's Responsibility

	<b>Participation</b>	<b>Interaction</b>	<b>Capacity</b>	<b>Excellence</b>
<b>SSA</b>	<b>Early access for all</b> Launch a soccer-in-schools program to ensure quality soccer exposure for all children aged 5-13.	<b>Speak with one voice</b> Develop and implement a proactive marketing communications and member service strategy for the game in Saskatchewan.	<b>Human capital</b> Plan for organizational excellence across human and capital resources to execute the strategic plan and meet the targeted outcomes in 2026.	<b>Continuous improvement</b> Operational excellence across all facets of the organization including governance, operations, development, administration, and marketing.
<b>MO</b>	<b>Community education</b> Provide access to information, presentations, and insights from global leaders across all areas of football.	<b>Collect accurate data</b> Work with Member Organizations to define the data required to ensure the long-term health of the game.	<b>Stable operations</b> Support the implementation of governance and operations best practices required to ensure sustainability and the long-term health of all Member Organizations.	<b>System alignment</b> Alignment to the governing principles and requirements of membership set out by the governing bodies for soccer in Canada.
<b>Participant</b>	<b>Technical plan</b> Improve participant experience through the implementation of the Whole of Soccer Plan.	<b>Celebrate football culture</b> Leverage major international and domestic football competitions to celebrate the global culture of the game that exists in Saskatchewan.	<b>Quality experience</b> Collaborate on ensuring quality experiences to ensure the attraction, retention, progression, and transition of participants through life-long involvement in the game.	<b>Safe sport</b> Support the implementation of best-practice Safe Sport initiatives, partnerships, prevention and investigation processes across the whole soccer system.
<b>Community</b>	<b>Complete, aligned pathway</b> Support the development of Pro-Am and Professional soccer in Saskatchewan and strengthen alignment to national pathways for participants.	<b>Values-aligned partnerships</b> Build and enhance values-aligned partnerships.	<b>Public affairs</b> Advocacy for investment and enhancement of the provincial sport system including facility development.	<b>Inclusive, scalable system</b> Ensure scalable program and competition offerings across Saskatchewan with a targeted focus on underserved populations.

## PARTICIPATION

The Participation pillar is driven by a passion to provide all who wish to enjoy the benefits of soccer (players, coaches, referees, fans, administrators, etc.) with an experience that matches and fills their needs.

Target	Initiative	Process	KPI	Outcome	Responsibility
<b>SSA</b>	Launch a soccer-in-schools program to ensure quality soccer exposure for all children aged 5-13.	<ol style="list-style-type: none"> <li>1. Engagement with Ministry of Education (contact, meeting, presentation).</li> <li>2. Development of a Soccer-In-Schools toolkit delivery to physical education departments, and a Home School manual.</li> </ol>	<ol style="list-style-type: none"> <li>1. Presentation of proposed soccer-in-schools program to all 27 (18 Public, 1 Francophone, 8 Catholic) school districts by 2026.</li> <li>2. All willing schools have implemented soccer-in-schools program by 2026.</li> <li>3. Compile data for impact on Girls/non-binary target for soccer-in-schools program</li> <li>4. How many equity deserving groups/schools did we engage?</li> </ol>	Children across Saskatchewan provided an early quality soccer experience.	Lead: Technical Support: Member Service
<b>MO</b>	Provide access to information, presentations, and insights from global leaders across all areas of football.	<ol style="list-style-type: none"> <li>1. Establish an education plan (with gender equity embedded) in service of organizational development.</li> <li>2. Develop guides in support of service, marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. Education has been sourced annually on different areas of organizational development.</li> <li>2. Resources are provided for organizations on SSA's website based on needs.</li> </ol>	Strong member organizations to provide soccer as a childhood youth sport staple.	Lead: Member Service Support: MarComms, Business Ops
<b>Participant</b>	Improve participant experience through the implementation of the Whole of Soccer Plan.	<ol style="list-style-type: none"> <li>1. Release Whole of Soccer Plan.</li> <li>2. Embed plan in yearly operational plan for SSA Staff.</li> <li>3. Report on progress made annually.</li> </ol>	<ol style="list-style-type: none"> <li>1. Align development experience to best practice in child, youth, and adolescent development for all participants.</li> <li>2. Provide advanced development opportunities to and promotion of participants.</li> </ol>	Improved outcomes for players, coaches, and match officials through updated competitions and training programs for all areas of the game.	Lead: Technical Support: Member Service
<b>Community</b>	Support the development of pro-am and professional soccer in Saskatchewan and strengthen alignment to national pathways for participants.	<ol style="list-style-type: none"> <li>1. Ensure L1 standards are aligned to SSA's goals</li> <li>2. Develop relationships with key stakeholders to ensure positive partnerships.</li> <li>3. Proactive communication with stakeholders and the soccer community to educate and control narrative to aid vertical alignment.</li> </ol>	<ol style="list-style-type: none"> <li>1. A complete development pathway for players, coaches, match officials and administrators.</li> <li>2. League 1 Prairies is launched.</li> <li>3. Professional Soccer Team has been given license to operate with all conditions satisfied.</li> </ol>	Participants with aspirations for higher levels in soccer can now pursue them within SK.	Lead: Executive Support: MarComms

## INTERACTION

The Interaction pillar is inspired by the interconnected nature of football and will demand excellence in the promotion, reputation development, and amplification of brand, marketing, and communication best practices in the global conversations of football.

Target	Initiative	Process	KPI	Outcome	Responsibility
<b>SSA</b>	Develop and implement a proactive marketing, communications, and member services strategy for the game in Saskatchewan.	<ol style="list-style-type: none"> <li>1. Create a dashboard to measure engagement and growth</li> <li>2. Establish a communications calendar, editorial calendar</li> <li>3. Establish Brand Guidelines to then build a Marketing and Communication Plan which incorporates a gender equity/diversity lens</li> <li>4. Implement an aligned Content Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Digital audience growth of 3% annually.</li> <li>2. Aligned communications calendars among key stakeholders on key initiatives.</li> </ol>	SSA values and brand is known provincially.	Lead: MarComms Support: Member Services
<b>MO</b>	Work with Member Organizations to define the data required to ensure the long-term health of the game.	<ol style="list-style-type: none"> <li>1. Utilize CRM Software to improve member engagement</li> <li>2. Equip MOs with tools to develop and adopt a proactive media relations strategy</li> <li>3. Establish a way to collect data from those outside of membership</li> </ol>	<ol style="list-style-type: none"> <li>1. SSA delivers bi-weekly MO communications product: The Grid.</li> <li>2. SSA delivers quarterly communications product to the soccer community at large: Everyone's Game.</li> </ol>	Establish trusted and supportive communication channels.	Lead: Member Service Support: Marcomms
<b>Participant</b>	Leverage major international and domestic football competitions to celebrate the global culture of the game that exists in Saskatchewan.	<ol style="list-style-type: none"> <li>1. Define priority projects and outcomes</li> <li>2. Create campaigns for priority projects</li> <li>3. Design and deliver a legacy program</li> <li>4. Establish working group to define targets for impact assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Levels of engagement have grown x2 from Women's World Cup (baseline) in 2023 to Men's World Cup in 2026.</li> </ol>	The games grows through celebration.	Lead: MarComms Support: Member Service
<b>Community</b>	Build and enhance values-aligned partnerships.	<ol style="list-style-type: none"> <li>1. Create stakeholder map to define potential value-aligned partnerships.</li> <li>2. Establish relationships with identified stakeholders.</li> <li>3. SSA develops a plan to be more prominent within corporate communities in Saskatoon and Regina.</li> </ol>	<ol style="list-style-type: none"> <li>1. Five values-aligned partnerships are launched.</li> <li>2. Two partnerships with women/girl focused groups and/or equity deserving groups.</li> <li>3. Eight relationships are cultivated with sport stakeholders.(ie. Sask PolyTech Business Management).</li> </ol>	<p>Collaborative relationships established and maintained.</p> <p>Improve soccer's position for investment, funding, and partnership.</p>	Lead: MarComms Support: CEO, Member Services, Business Ops, Technical



## CAPACITY

The Capacity pillar will ensure a scalable system that prioritizes an understanding of the requirements of the Saskatchewan population as it relates to accessible, welcoming, inclusive versions of the game.

Target	Initiative	Process	KPI	Outcome	Responsibility
<b>SSA</b>	Plan for organizational excellence across human and capital resources to execute the strategic plan and meet the targeted outcomes in 2026.	<ol style="list-style-type: none"> <li>1. Provide continuing education opportunities to board and staff that includes education on gender equity and broader EDI themes.</li> <li>2. Define roles and relationships and maintain organizational chart.</li> <li>3. HR practices to support the review, revision of duties aligned to business objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistent continuing education for board and staff is executed annually.</li> <li>2. Measure of the degree to which staffing capacity and capability is at the root cause of areas of strategy that are not being executed.</li> </ol>	Governance and operations have the necessary capacity and tools to meet the changing needs of the organization and the sport.	Lead: Executive Support: Business Ops
<b>MO</b>	Support the implementation of governance and operations best practices required to ensure sustainability and the long-term health of all Member Organizations.	<ol style="list-style-type: none"> <li>1. Develop systems/opportunities for MOs increased engagement.</li> <li>2. Engage with NFP Sports and specialists to look at best practices to understand what drives organizational sustainability.</li> <li>3. Establish the importance of having women and/or people from equity deserving groups working in organizations, and ensuring they have the support they need to stay working there which leads to sustainability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Aligned reward/incentive system – MAP targets areas of sustainability.</li> <li>2. Increase in % of grants tied to sustainability are submitted by MOs each year.</li> </ol>	Having successful growth over the long-term development of soccer.	Lead: Member Service Support: MarComms
<b>Participant</b>	Collaborate on ensuring quality experiences to ensure the attraction, retention, progression, and transition of participants through life-long involvement in the game.	<ol style="list-style-type: none"> <li>1. MOs with survey data to complete gap analysis. Part of analysis is to determine who we are missing that is not a part of an MO.</li> <li>2. Develop and execute strategies to engage the community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Overall satisfaction measures have increased 1% year over year.</li> <li>2. Capture data that identifies key information from women/girls and people from equity-deserving groups that are not currently involved.</li> <li>3. Create a post-survey action plan to close gaps.</li> </ol>	Growth in the total registration base and retention rates more than the provincial sport average.	Lead: Member Service Support: Business Ops
<b>Community</b>	Advocacy for investment and enhancement of the provincial sport system through facility development, grants and other opportunities	<ol style="list-style-type: none"> <li>1. Collaborate with like-minded PSOs in the development of aligned requests to governing bodies.</li> <li>2. Report annually on meetings and progress towards communicated goals.</li> <li>3. Building relationships with different stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. One new indoor facility has come online</li> <li>2. Four new soccer fields developed in Saskatchewan with at least one field in an area where potential players have limited access. (This would likely reach equity-deserving groups.)</li> <li>3. Four presentations to city councils to include soccer in their municipality recreational facility plans</li> <li>4. Compilation of grants available to MOs within Saskatchewan to impact soccer MOs</li> </ol>	Facility, development, and support capacity within the sport system has created more opportunity for participants in SK to play soccer.	Lead: Executive Support: Business Ops, Member Service

## EXCELLENCE

The Excellence pillar must drive organizational best practices and standards not just in response to the organizational requirements of our regulated sport system but in the spirit of continuous improvement in response to the opportunity presented by the momentum of success and coming World Cup hosting realities.

Target	Initiative	Process	KPI	Outcome	Responsibility
<b>SSA</b>	Operational excellence across all facets of the organization including governance, operations, development, administration, and marketing.	<ol style="list-style-type: none"> <li>1. Establish standard operating procedures guide for program and events.</li> <li>2. Build processes that streamline workflow.</li> <li>3. Ensure technology is being used effectively to elevate organizational operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistent quality execution of the association's operations has become the norm.</li> </ol>	SSA board and staff deliver consistently in the execution of planning, program/ event delivery, and achieving organizational goals.	Lead: Executive Support: Business Ops
<b>MO</b>	Alignment to the governing principles and requirements of membership set out by the governing bodies for soccer in Canada.	<ol style="list-style-type: none"> <li>1. Education to all MOs on Roles and Responsibilities for organizational actors within sporting ecosystem.</li> <li>2. Pro-active support for all organizations to achieve QSP.</li> <li>3. Support, tools and resources will be provided to organizations to help achieve higher levels of club licensing.</li> </ol>	<ol style="list-style-type: none"> <li>1. All MOs meet QSP standard.</li> <li>2. Ten MOs have achieved at least MA Level 1.</li> <li>3. Four organizations have achieved NYCL.</li> </ol>	Member Organizations in good standing meeting the standards of membership under SSA and Canada Soccer's Club Licensing Program.	Lead: Member Service Support: Executive
<b>Participant</b>	Support the implementation of best-practice Safe Sport initiatives, partnerships, prevention and investigation processes across the whole soccer system in Saskatchewan.	<ol style="list-style-type: none"> <li>1. Conduct a safe sport audit through external provider.</li> <li>2. Implement safe sport recommendations</li> <li>3. Establish means to collect and analyze data tied to safe sport.</li> <li>4. Consistent communication regularly about safe sport to help it be felt, known, talked about, celebrated, - bringing safe sport to life in a positive way.</li> </ol>	<ol style="list-style-type: none"> <li>1. Safe sport audit complete.</li> <li>2. Safe sport recommendations are implemented.</li> <li>3. Data analysis of survey along and Independent complaints management is reviewed, collated and disseminated annually.</li> </ol>	A focus on safe sport brings a healthy, transparent, happy environment.	Lead: Executive Support: Member Service, Business Ops
<b>Community</b>	Ensure a scalable program and competition offering across Saskatchewan with a targeted focus on underserved populations.	<ol style="list-style-type: none"> <li>1. Develop measurement tool/metric for equitable access to soccer in Saskatchewan.</li> <li>2. Set new targets for more equitable access.</li> <li>3. Establish reporting structure for progress/ gaps.</li> </ol>	<ol style="list-style-type: none"> <li>1. Equitable access has increased for underserved communities across rural and urban Saskatchewan.</li> </ol>	More diverse groups are being actively targeted with tailored programming to meet participants needs.	Lead: Member Service Support: Technical