

# LOWER ISLAND SOCCER ASSOCIATION



## Strategic Plan

2022-2025

## Context

On May 1 & 8, 2022 strategic planning sessions took place with the participation of the Lower Island Soccer Association's Board and Executive Director and representatives from the District's Member Clubs.

The participants reviewed the results of a survey that had been conducted regarding soccer in the District, assessed the current state of LISA/soccer with a SWOT assessment (strengths, weaknesses, opportunities and threats – see Appendix A), updated LISA's vision and mission, and determined the strategic priorities, desired outcomes and tactics that will move the organization forward over the next 3 years.

## Vision, Mission, Strategic Priorities

**Vision Statement** – *what we aspire to achieve in the next 3-5 years*

- Positive experiences for everyone in a unified soccer community

**Mission Statement** – *our purpose*

- To foster youth soccer, support opportunities for long term player development, support the members delivery of youth soccer, and govern youth soccer on Southern Vancouver Island and the Gulf Islands

**Strategic Priorities** – *our key focus areas*

Strategic Priority	Definition
<b><i>Develop</i></b>	<ul style="list-style-type: none"><li>• Support opportunities for the development of players, coaches, officials, and leaders</li></ul>
<b><i>Deliver</i></b>	<ul style="list-style-type: none"><li>• Support the Members' delivery of youth soccer</li></ul>
<b><i>Govern</i></b>	<ul style="list-style-type: none"><li>• Govern youth soccer</li></ul>
<b><i>Promote</i></b>	<ul style="list-style-type: none"><li>• Promote (foster) youth soccer in the southern part of Vancouver Island</li></ul>

## Alignment – Strategic Priorities and LISA Bylaws

Strategic Priority	LISA's Role from Bylaws
<p>Develop</p> <ul style="list-style-type: none"> <li>Support opportunities for the development of players, coaches, officials, and leaders</li> </ul>	<ul style="list-style-type: none"> <li>Providing the framework for the continuum (tiers) of playing opportunities and training</li> <li>Supporting long term player development</li> <li>Providing the framework for and assisting with the training of Boards/Directors, senior managers, coaches and officials</li> </ul>
<p>Deliver</p> <ul style="list-style-type: none"> <li>Support the Members' delivery of youth soccer</li> </ul>	<ul style="list-style-type: none"> <li>Providing the framework for Tiers 3 and 4</li> <li>Managing league balance</li> <li>Scheduling interlocking matches</li> <li>Organizing all-club festivals and tournaments</li> <li>Developing and managing the player catchment framework</li> <li>Facilitating activities that are of benefit to multiple members</li> <li>Providing the framework for and administering discipline</li> <li>Providing the framework for and assisting with the resolution of complaints and disputes</li> </ul>
<p>Govern</p> <ul style="list-style-type: none"> <li>Govern youth soccer</li> </ul>	<ul style="list-style-type: none"> <li>Providing and assisting with the application of a behavioural framework (Code of Conduct, discipline, ethics)</li> <li>Liaising with governance levels for soccer within British Columbia</li> <li>Fostering an environment of respect and safety                             <ul style="list-style-type: none"> <li>Conducting strategic planning</li> <li>Provide a framework for and assistance with risk management</li> </ul> </li> <li>Providing the policy and rules framework, including the application of the rules framework from over-arching bodies (FIFA, CSA, BCSA)</li> <li>Identifying and promoting best governance and operational practices</li> </ul>
<p>Promote</p> <ul style="list-style-type: none"> <li>Promote (foster) youth soccer in the southern part of Vancouver Island</li> </ul>	<ul style="list-style-type: none"> <li>Advocating on behalf of soccer in the southern part of Vancouver Island with more senior soccer bodies</li> <li>Providing public and media relations on the sport, sporting events and results</li> <li>Marketing the sport of soccer</li> <li>Communicating and providing information about the sport</li> <li>Promoting the sport, members, sporting events, soccer participants</li> <li>Providing a behavioural framework (Code of Conduct, discipline, ethics)</li> </ul>

## Outcomes & Tactics

Strategic Priority	Outcomes <i>What does success look like in 3-5 years?</i>	Tactics <i>How will we achieve the outcomes?</i>
<b>Develop</b> <ul style="list-style-type: none"> <li>Support opportunities for the development of players, coaches, officials, and leaders</li> </ul>	<ul style="list-style-type: none"> <li>We have defined the pathway of player movement between tiers</li> <li>We have enough qualified referees at every level</li> <li>We have enough qualified coaches at every level</li> <li>We have enough qualified LISA and Club Directors</li> </ul>	<ol style="list-style-type: none"> <li>Collaborate with Clubs and District Partners to define existing continuum of tiers and levels of play</li> <li>Clarify roles in referee development with Members</li> <li>Create a development framework for referees</li> <li>Clarify roles in coach development with Members (see Appendix B)</li> <li>Create a development framework for coaches</li> <li>Clarify roles in Director and senior manager development with Members</li> </ol>
<b>Deliver</b> <ul style="list-style-type: none"> <li>Support the Members' delivery of youth soccer</li> </ul>	<ul style="list-style-type: none"> <li>We have an agreed upon Ethical Framework on league balance, competition, collaboration, communication, etc.</li> <li>We have more players playing longer at all levels</li> <li>Players are playing at the appropriate level for their long-term player development</li> </ul>	<ol style="list-style-type: none"> <li>Lead the conversation with the Clubs to create the Ethical Framework for a unified soccer community</li> <li>Create a Recruitment &amp; Retention Plan that includes: <ul style="list-style-type: none"> <li>Promotional activities</li> <li>Baseline metrics at LISA/Club level</li> <li>Club exit surveys</li> <li>A LISA created process for Clubs to share waitlists</li> <li>Data informed retention activities</li> </ul> </li> <li>Collaborate with Clubs to create District approach to playing at the right level.</li> </ol>
<b>Govern</b> <ul style="list-style-type: none"> <li>Govern youth soccer</li> </ul>	<ul style="list-style-type: none"> <li>We have a clear understanding of the relative roles of LISA and Clubs in youth soccer</li> </ul>	<ol style="list-style-type: none"> <li>Clarify and communicate LISA/Club roles</li> <li>Develop Service Agreements</li> <li>Create the President's Advisory Committee</li> <li>Continue the development of Associate Memberships</li> </ol>
<b>Promote</b> <ul style="list-style-type: none"> <li>Promote youth soccer in the southern part of Vancouver Island</li> </ul>	<ul style="list-style-type: none"> <li>We have increased numbers of players</li> <li>We have increased community awareness of LISA</li> <li>We have increased the number and value of our community partnerships</li> <li>We have enough field space to support our player numbers</li> </ul>	<ol style="list-style-type: none"> <li>Partner with Clubs to create an External Relations Strategy that includes: <ul style="list-style-type: none"> <li>Media/Advertising</li> <li>Updated website/identity</li> <li>Promotional activity</li> <li>Sponsorship opportunities</li> </ul> </li> <li>Create partnerships with VISL, PFC, LIWSA, BCSA, CSA</li> <li>Develop relationships with School Districts</li> <li>Consider external relations Board role</li> <li>Consider marketing/promotions committee</li> </ol>

## Appendix A – SWOT Assessment

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Administration (Stu) [13]</li> <li>• Financial management [9]</li> <li>• Engaged Members and Board [6]</li> <li>• Approachable and responsive [5]</li> <li>• Updated policies, procedures, bylaws and strategic plan [3]</li> <li>• Currently collaborative [3]</li> <li>• Members actively participating [1]</li> <li>• Board now ready to move forward (storming/norming)</li> <li>• Discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staff [9]</li> <li>• Referee shortage / technical expertise [9]</li> <li>• Delivery standards different across District [6]</li> <li>• Lack of clarity re: organizational role and responsibility [3]</li> <li>• Not self-promoting amongst the community [3]</li> <li>• Club president turnover [2]</li> <li>• Lack of influence with parent organizations [1]</li> <li>• Need new office [1]</li> <li>• Funding sources [1]</li> <li>• Lack direct ties to large volunteer base [1]</li> <li>• Lack of social media / poor website</li> <li>• Mismanagement of Wave transfer to PFC – responsibility</li> <li>• Communication – website, resources, promotion, information, community events, festivals</li> <li>• BCSA</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Referee development coordinator [10]</li> <li>• Promotion and marketing to build on success of national teams [7]</li> <li>• Coach development coordinator [6]</li> <li>• Relationship with VISL and LIWSA [5]</li> <li>• Social media manager [5]</li> <li>• Bring district ideas, concerns, issues, to forefront with BCSA [4]</li> <li>• Engage all communities [2]</li> <li>• Sponsorships-alternate funding sources [2]</li> <li>• Advocate to local governments [1]</li> <li>• Utilize co-op students in sport management [1]</li> <li>• Return from COVID – people want to do stuff [1]</li> <li>• Soccer blog</li> </ul>	<ul style="list-style-type: none"> <li>• Player retention [7]</li> <li>• Lack of volunteers [7]</li> <li>• Changing standards / requirements from CSA/BCSA [6]</li> <li>• Board turnover / retention [4]</li> <li>• Misunderstanding of what LISA is to blame for by public (not enough info) [4]</li> <li>• PFC/Trident [4]</li> <li>• Competition for resources [2]</li> <li>• Club dissatisfaction [1]</li> <li>• COVID [1]</li> <li>• Management of Wave franchise – losing franchise [1]</li> <li>• Municipal support [1]</li> <li>• Central database for coaches behaving outside code of conduct [1]</li> <li>• Competing sports and pastimes [1]</li> <li>• Political (gaming grants) [1]</li> </ul>

## Appendix B – Brainstorming of Roles in Coaching

CSA / BCSA	<ul style="list-style-type: none"> <li>• CSA sets standard / framework</li> <li>• CSA provides online theory course</li> <li>• BCSA delivers on-field certification course</li> </ul>
LISA	<ul style="list-style-type: none"> <li>• Sets coaching standards for District?</li> <li>• Coordinates delivery of on-field training</li> <li>• Coordinates and provides Learning Facilitators?</li> <li>• Oversees / policies clubs in meeting requirements?</li> </ul>
LISA/Clubs	<ul style="list-style-type: none"> <li>• Communicates with coaches?</li> <li>• Plans and schedules on-field courses</li> <li>• Getting enough people to on-field courses</li> </ul>
Clubs	<ul style="list-style-type: none"> <li>• Recruits coaches</li> <li>• Promotes standards</li> <li>• Requires certification (SFL and below)</li> <li>• Ensures coaches get certified</li> <li>• Provides Coach Development Coordinator?</li> </ul>

## Appendix C – Values

### Facilitator's Note:

- Organizational values are the principles and commitments that guide your decisions and actions. There was a parking lot item in Session 1 about discussing whether you want to develop LISA's values. Here are some suggestions based on your discussions.

### *Soccer First*

- We commit to ensuring our decisions and actions are in service of improving the product on the field

### *Collaboration*

- We commit to working in partnership with our members and community stakeholders

### *Accountability*

- We commit to taking ownership for our responsibilities and encouraging our partners to do the same

### *Clarity*

- We commit to defining and maintaining clear roles and boundaries with our partners

### *Transparency*

- We commit to being open and honest in our decisions and communications