



Canada Soccer 2022-26 Strategic Plan

Mission:

To provide leadership in the pursuit of excellence in soccer, nationally and internationally, in cooperation with its members and stakeholders.

Vision:

Leading Canada to victory and Canadians to a life-long passion for soccer.

Values:

We LEAD with unwavering INTEGRITY. HONESTY guides our actions. Our decisions are FAIR and ETHICAL. We thrive with EXCELLENCE. Our PASSION fuels our performance on and off the field of play. We are ACCOUNTABLE to our stakeholders. TRANSPARENCY directs our communication. We RESPECT and INCLUDE all.

Land Acknowledgement:

As we gather on soccer pitches across the country to play, meet and grow our sport, we recognize that we are connected with one another through the winds that blow air into our lungs and through the waters that rain from the sky to deep into the earth. We acknowledge that the ground beneath our feet is historically the home of Indigenous Peoples. We at Canada Soccer do this to reaffirm our commitment to and responsibility for improving relationships between nations and to improving our collaboration with each other.



Message from Dr. Nick Bontis President, Canada Soccer

Canada Soccer has been granted an opportunity of a lifetime.

The co-hosting of FIFA World Cup 2026 provides all of us with a bold target. The visionary milestones contained in this strategic plan are a pathway to achieve heights unseen in our sport. This plan is an evolution of the *Canada Soccer Nation 2019-21 Strategic Plan* and as such, sets forth a series of ambitious actions that we will embrace over the coming years to ensure that the investment, achievements, and aspirations of the Canadian football community come to fruition.

Canada Soccer must continue to do all it can to ensure equal access and opportunity for all Canadians prioritizing the experiences of marginalized communities that not only deserve a quality sporting experience from the game, but who have had a love for the game throughout their lives. This is true whether they were born in Canada or came to this country in search of something better for their family. We must continue to encourage the development of female, black, Indigenous, LGBTQ2S+ players, leaders, coaches, referees, and administrators.

We must diversify the sources of revenue that drive the commercial operations of our soccer federation while still connecting it more directly with our constituents from coast-to-coast-to-coast for whom the game means so much. We will establish a charitable foundation to assist us in attracting philanthropic donations.

We must work to ensure a safe, and welcoming sport so that voices are provided to the voiceless through the Canada Soccer Safe Sport Roster. We must continue to invest in development initiatives for our players, coaches, referees, administrators, and volunteers so that they can all raise their level of performance across the ecosystem.

In addition to the goals for the next quadrennial, and as we set to work on fulfilling the priorities contained within this plan, we must keep one eye focused on a future idealized vision for the game. Ambitious targets for the future demand that all stakeholders continuously challenge themselves to strive to achieve greater successes together.

To achieve these lofty ambitions, we must all imagine a future where Canadian professionals regularly ply their trade in the top leagues across the globe, and where domestic leagues and competition structures place a focus on developmentally appropriate, safe, and welcoming environments for all participants.

We must execute on our universal desire to build women's professional football in order to cement our position, not only at the senior level with our Women's National Team, but throughout the entire ecosystem. Domestic female players aspire to play for domestic clubs in a domestic professional league which is why this initiative is necessary.

If we want to raise our performance on and off the field, we need to raise our standards. Sharing of processes and best practices, by which our club development initiatives under the Canada Soccer Club Licensing Program are aligned, must be a priority for all involved in sanctioned soccer.

Meanwhile, we must ensure that the increased attention on the game during the lead up and through the FIFA World Cup 2026 is leveraged to attract, engage, and retain an ever-growing audience of fans of Canada Soccer's National Teams and Competitions.



However, achieving the strategic initiatives outlined in this plan will not be enough. Each of us has a role in dreaming bigger, aspiring for higher levels of success, and contributing to an ecosystem of development-focused organizations. Our commitment to these strategic objectives will result in Canada's evolution as a globally focused football nation that is a leader on, and off the field.

Capitalizing on the tremendous success of the FIFA U-20 World Cup Canada 2007, the FIFA Women's Under-20 World Cup 2014, and FIFA Women's World Cup Canada 2015, Canada Soccer has solidified our place as a top-tier event hosting nation and organization. When the world arrives on our doorstep in 2026, we have the opportunity to solidify our reputation as a footballing nation.

Over the past two decades, the growth of Canada Soccer has been exciting. Our Women's National Team has gone from a Top 10 nation with back-to-back Olympic Bronze Medals to becoming Gold Medalists at the Tokyo 2020 games. Our Men's National Team has burst onto the global stage with qualification to the FIFA World Cup Qatar 2022. Recent achievements have positioned many of our players as globally-recognizable stars putting in world-class performances for both club and country.

Domestically, we have much to celebrate. A growing domestic footprint for our Canadian Championship and a professional men's league to call our own. A renewed focus on developing the next generation of players, coaches, referees, and administrators is within reach with the expansion of our Academy Online Learning platform and the Canada Soccer Club Licensing Program.

But, we cannot rest on the successes of the present. We must aspire to take advantage of the increasingly urgent opportunities that lie in front of us. We must continue to set audacious goals and achieve them. This strategic plan does just that. It not only sets a course for the next five years, but, it provides an aspirational blueprint for the kind of bold thinking required to move the game, and the organization forward during the greatest period of opportunity Canada Soccer has seen.



Develop

Canada Soccer will continue to link the grassroots of the game with the aspirational levels of its National Teams' programming in support of the development of players, coaches, referees, and administrators.

1. Ensure a safe, fun, welcoming, and developmentally appropriate environment for every participant.
2. Continue to clarify the Canada Soccer Player Pathway for all streams.
3. Evolve the Canada Soccer Safe Sport Roster in support of all participants.
4. Maximize the volume and diversity of participants in the Canada Soccer Coach Education Program.
5. Achieve wholesale adoption of the Canada Soccer Club Licensing Program across all levels of play in the country.
6. Launch standards-based, high-performance competitions structures leading to pinnacle domestic events.
7. Evolve the Club Development publication and program offering to guide development of stakeholders across the club environment.
8. Ensure barrier-free access to minimum standards of coach education training and certification.
9. Build a diverse and culturally representative cohort of coach educators aligned to the principles of the transformational coaching methodology.
10. Expand awareness and access to the Academy Online Learning platform.
11. Provide development mentorship opportunities for under-represented populations.



Govern

Canada Soccer will work toward providing transparent, accountable, and steady leadership of the game through its stewardship as the governing body of soccer to ensure an open, welcoming, and supportive environment for all backed by its Safe Sport Roster.

1. Align governing principles across Member Associations and Club Licence holders.
2. Engage in discussions of National Sporting Federation governance reforms in support of Canada Soccer's leading position as an event-driven NSF.
3. Strengthen EDI (equity, diversity, and inclusion) policies and procedures that reflect the unique fingerprint of Canadian society.
4. Recruit a Head of Women's Professional Football who will develop a strategy in support of reducing barriers to advancement across the system for players, coaches, referees, and administrators.
5. Cultivate a culture of collaboration for ongoing sharing of policy and program development to support Member Associations and Club Licence Holders.
6. Establish an expanded resource base in support of club and organizational development initiatives under the Canada Soccer Club Licensing Program.
7. Ensure transparency and accountability regarding the roles and mandate of Canada Soccer Committees.
8. Collaborate with national partners including the Federal Government, National Multi-sport organizations, and other stakeholders on governance modernization trends, best practices, and implementation.
9. Maximize opportunities for domestic stakeholders to achieve appointments and standing positions on relevant committees and councils at Concacaf and FIFA.
10. Ensure development, training, and succession planning for Board Membership across the soccer system from grassroots through Canada Soccer.
11. Align strategies and priorities to facilitate governance leadership on the pathway to hosting the FIFA World Cup 2026 with all membership partners and Club Licensing Program participants.



Grow

Canada Soccer will work to ensure the growth of the game by maximizing the impact of hosting the FIFA World Cup in 2026 and providing opportunities to those that have previously encountered barriers to access or advancement.

1. Increase collaboration with Member Associations to create opportunities to capitalize on the domestic attention of the game brought by the FIFA World Cup 2026.
2. Maximize investment in facilities in support of hosting the FIFA World Cup 2026 to ensure legacy programming and expanded infrastructure for domestic Base Camps.
3. Attract investments from corporate sponsors into the women's game to support the launch a professional footprint for domestic women's football.
4. Attract promising young referee development initiative candidates from remote geographic regions.
5. Launch a foundation and donations program in support of diversifying revenues.
6. Expand the online learning platform to address gaps in entry-level training across a range of stakeholders including referees.
7. Explore extending associate membership opportunities to non-member organizations to provide membership benefits and ensure adherence to the Safe Sport Roster.
8. Leverage investments in digital platforms to raise awareness in the National Teams and National Competitions.
9. Leverage investment in digital infrastructure in support of coach education, club development, and referee training.
10. Celebrate the international club competition pathways for Professional Club Members including the Canadian Championship and competition entry and participation to Concacaf League and Concacaf Champions League on the pathway to the FIFA Club World Cup.
11. Develop programming and acknowledgement for volunteers of the sport from coast-to-coast-to-coast.



XI Aspirational Targets for 2030

1. Canada Soccer will seek to have gender parity and diversity representation at all levels with a 50-50 gender split and a 30% representation of equity seeking racialized groups for all football administrators.
2. Canada Soccer will achieve gender equity, embracing the country's diversity to achieve historic and equitable levels across its development programming for players, coaches, referees, and administrators.
3. Canada Soccer will be recognized globally as a football association that embraces its diversity of gender, age, race, sexual orientation, creed, geography, language, and culture to become recognized globally.
4. Canada Soccer will have 50 female players playing regularly in the top five professional leagues in the world.
5. Canada Soccer will have 10 male footballers and playing regularly in the top five professional leagues in the world.
6. Canada Soccer will aspire to improve on historic performances at international competitions including all FIFA World Cups and Olympic Games.
7. Canada Soccer will grow its women's and men's domestic professional leagues to support the Elite Player Pathway so that its National Teams are consistently recognized among the top three in Concacaf.
8. Canada Soccer will continue to work with leaders in Indigenous sports programs within the framework of the Truth and Reconciliation process to enable a more direct relationship with Indigenous football development communities.
9. Canada Soccer will ensure development pathways and high-performance competition models for professional and amateur soccer, futsal, beach, and para competitions that link to international playing opportunities.
10. Canada Soccer will grow its engaged fan base by taking advantage of new technological tools, digital applications, and social media platforms.
11. Canada Soccer will become the most recognizable sports property in the country.