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Strategic Planning Discussion Packet

Pre-reading materials for strategic plan stakeholder consultation sessions

About This Discussion Packet

Canada Soccer is developing a new strategic plan to help guide the organization and contribute to the future of soccer in Canada. To ensure the strategy reflects the breadth of experiences and perspectives across the game, Canada Soccer is inviting the people and organizations that govern, deliver, support, and experience soccer to help shape its direction. This packet provides a common starting point for that conversation and highlights several issues on which stakeholder insight would be particularly helpful at this stage of the planning process.

The topics included here are intended to begin – not limit – the conversation about the strategic plan. Their inclusion does not suggest that other issues are less important or outside the scope of discussion. The final strategy will need to consider a broader range of technical, participation, commercial, organizational and institutional priorities. These materials focus on areas where diverse stakeholder perspectives can help clarify choices, test assumptions, surface new ideas and identify areas of alignment as well as differing views.

Each section offers a brief overview of the issue, relevant context and questions to support discussion. Stakeholders are invited to reflect on these questions before their consultation session and to raise any additional perspectives, experiences or priorities they believe should inform the strategy. All contributions will be considered as part of the strategic-planning process. The questions are intended to encourage dialogue rather than signal a preferred outcome, and Canada Soccer has not reached final positions on the matters presented.

The packet proposes discussion on the following topics:

- **Purpose, Mission, Vision and Values:** What shared understanding should guide why Canada Soccer exists, the role it can best play within the sport and the country, the future stakeholders want to help create, and the principles that should shape its work?
- **Cost of Participation:** How might the Canadian soccer system work together to preserve an accessible entry point while addressing the growing costs associated with grassroots, competitive, and high-performance participation?
- **Professional Soccer in Canada:** What role should professional soccer play within the Canadian soccer system, what could a thriving structure look like, and how might leagues, clubs, governing bodies, communities, and other partners contribute to its development?
- **Association Governance:** To what extent does Canada Soccer's governance model provide the leadership, clarity, competency, independence and accountability needed for the future, and what opportunities may exist to strengthen governance across the wider Canadian soccer system?
- **Vertical Integration Across Canadian Soccer:** The Future of Sport in Canada Commission recommended that Canadian sport organizations consider greater vertical integration, including the potential amalgamation of national, provincial and territorial governing bodies into a single organization with regional branches. More broadly, vertical integration can include greater alignment of responsibilities, policies, systems and services across the different levels of a sport.



Where might greater alignment among Canada Soccer and the Provincial and Territorial Sport Organizations improve governance, reduce duplication and strengthen service delivery, and how should responsibilities be balanced among national, provincial, territorial and shared arrangements?

The packet concludes with a Priority Allocation Exercise, which invites stakeholders to allocate a symbolic budget across Canada Soccer's principal responsibilities and strategic priorities. The exercise is intended to support a practical discussion about how different priorities might be balanced within available resources. Because every area cannot receive the highest level of investment, participants are invited to identify areas of greatest emphasis, areas where a foundational level of activity may be appropriate, and opportunities for Canada Soccer and its partners to contribute through shared or complementary efforts. Stakeholders are encouraged to complete the exercise using the separately attached spreadsheet before the consultation session and to bring the reasoning behind their choices into the discussion.

Taken together, the topic discussions and prioritization exercise are intended to support an open, practical, and constructive exchange. The input received will help Canada Soccer better understand where stakeholders see common ground, where perspectives differ, and which choices would benefit from further dialogue and shared leadership as the new strategic plan takes shape.



Purpose, Mission, Vision and Values

A strategic-planning process offers an opportunity to build a shared understanding of why an organization exists, what it is responsible for doing, what future it should seek to create, and how it should conduct itself. Although these ideas are closely related, considering each one distinctly can help stakeholders explore and shape Canada Soccer's future direction.

Purpose can express Canada Soccer's fundamental reason for existing and the contribution stakeholders believe it should make. *Mission* can clarify the organization's principal work and role. *Vision* can describe the future Canada Soccer and its partners want to create together. *Values* can identify the principles and behaviours that stakeholders expect to guide decisions, relationships, and performance. Together, these statements can provide a shared basis for discussing priorities, metrics, boundaries, resource allocation, and accountability.

Some elements of Canada Soccer's purpose are established by its institutional status and provide a common foundation for discussion. As Canada's recognized National Sport Organization for soccer, Canada Soccer is responsible for governing and developing the sport nationally, operating national-team programs, representing Canada within FIFA and Concacaf, and supporting a system that develops participants and pursues world-class international results. Federal Sport Support Program requirements specifically contemplate that an NSO will operate a national-team program capable of achieving results at the highest international competitions and take a systemic approach to developing participants and strengthening the Canadian sport system. Canada Soccer is also a Registered Canadian Amateur Athletic Association under the Income Tax Act. To maintain that status, an organization must be a non-profit association whose exclusive purpose and function is the promotion of amateur athletics in Canada on a nationwide basis. RCAA status enables Canada Soccer to issue official donation receipts and receive gifts from registered charities, but also carries obligations concerning the use of resources, record-keeping, accountability, and compliance. ([Sport Canada, National Sport Organization funding requirements](#); [Canada Revenue Agency, RCAA policy](#))

These formal responsibilities provide an important foundation, while leaving room for stakeholders to consider the broader contribution Canada Soccer should seek to make to the game and to the country. One possible approach would define its purpose primarily around governing and developing soccer; another could more explicitly recognize soccer's potential contribution to healthier communities, opportunity and belonging, Canadian excellence, and national representation. The consultation can also explore where Canada Soccer is best positioned to lead directly, establish standards or regulate, convene and coordinate, or support delivery by provincial and territorial organizations, leagues, clubs, schools, municipalities, and other partners. A clear, broadly supported purpose could help guide these choices and provide a consistent basis for considering competing priorities.

As a starting point for discussion, Canada Soccer's 2022–2026 Strategic Plan currently states its mission as:

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

Its existing vision, also offered for stakeholder reflection, is:



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

Its current values commit the organization to unwavering integrity; honesty, fairness, and ethical decision-making; excellence and passion; accountability and transparency; and respect and inclusion. Stakeholders are invited to consider how well these values reflect the behaviours needed for the next strategic-plan period.

These statements contain enduring ideas, including leadership, collaboration, excellence, international success, lifelong engagement, integrity, and inclusion. The development of a new strategic plan provides an opportunity for stakeholders to consider which ideas should be retained, refreshed, expanded, or expressed differently for Canada Soccer’s next period. This could include exploring whether – and, if so, how – the statements should reflect a broader contribution to Canadian society and whether they are sufficiently clear to guide difficult choices. Stakeholders may also wish to consider whether the values would be more useful as a shorter set of memorable principles supported by specific behaviours through which the Board, management, staff, members, teams, and other representatives can demonstrate accountability.

The central question for consultation is what shared understanding of Canada Soccer’s role should guide the organization. Stakeholders are invited to explore how the new statements might connect broad participation, Canadian approaches to excellence, representation of Canada on the world stage, and any wider contribution soccer should make to the country. This discussion must also recognize Canada Soccer’s responsibilities as the FIFA member association for Canada, including its obligation to operate in accordance with applicable FIFA statutes, regulations, decisions and directives, as well as its responsibilities within Concacaf and under Canadian law as a National Sport Organization. Within that framework, participants can consider the appropriate scope of Canada Soccer’s role as a governing body, national-team organization, and partner across the Canadian soccer system. The consultation can also help identify the level of specificity needed for these statements to meaningfully inform priorities, resource allocation, partnerships, organizational culture, and accountability throughout the strategic-plan period.

Discussion Questions

1. How would you describe Canada Soccer’s fundamental purpose? Beyond its formal responsibilities as a National Sport Organization and RCAA, what contribution could it make to soccer participants, communities, Canadian society, and Canada’s place in the world?
2. To what extent do Canada Soccer’s existing mission and vision reflect the organization’s role and the future stakeholders want to create? Which elements should be retained, changed, added, or made more explicit – including participation, excellence, national-team success, and any broader contribution soccer should make to Canadian society?
3. Which values and behaviours should define Canada Soccer and contribute to a strong Canadian soccer system? Which are most important to stakeholders, and how might they be translated into observable standards that support accountability across the organization and its leadership?



Cost of Participation and Access to Participation

Available evidence provides a useful starting point for discussion about affordability and access. Soccer remains one of the most accessible organized sports in Canada and, at the entry level, compares favourably with many alternatives. Canadian Tire Jumpstart's 2025 research found that soccer was the country's most-played youth sport and that the median annual amount spent per participating child was approximately \$450. Fifty per cent of surveyed youth reported playing soccer in some form, while 39% participated in organized soccer. Stakeholders are invited to consider what these findings suggest about the strengths of the community soccer model, where accessibility is being sustained effectively, and which features may be important to preserve as the sport evolves. ([Jumpstart, *State of Youth Sport in Canada 2025*](#))

The overall figures also invite closer examination of how costs vary by level of play, program type, geography, and family circumstances. Jumpstart reported average annual spending on soccer of \$1,105 – i.e., considerably higher than the \$450 median – indicating that a smaller group of higher-cost experiences pulls the average upward. Registration fees accounted for only approximately 26% of total soccer spending; the remainder included apparel and footwear, equipment, transportation, tournaments, travel, meals, accommodation, and private training. These additional costs tend to accumulate as the frequency, duration, competitive level, and geographic reach of programming increase. In a large country, travel can be especially consequential, and families in rural or remote communities may face both higher transportation costs and fewer nearby options.

Professional-club academies can provide an important exception at the highest end of the pathway because selected players may receive fully or substantially funded programming. However, these environments currently serve only a very small – although growing – proportion of high-performance players. The term “academy” is also used by many private and independent fee-charging programs, so academy participation should not generally be assumed to be cost-free. Stakeholders are invited to share how these patterns are experienced in different communities, which costs are most consequential, and where existing models are helping families participate or progress.

Canada's facility and infrastructure limitations are part of the cost challenge. In many communities, demand for appropriate soccer facilities exceeds available supply, particularly for high-quality fields and year-round indoor training environments. Limited supply can increase rental and operating costs for clubs, which are ultimately reflected in participant fees. It can also require families to travel greater distances simply to access training and competition, adding transportation costs and significant time commitments. These challenges are particularly relevant in a country with Canada's geography and climate, where access to appropriate indoor facilities can be essential to year-round participation.

Affordability can be considered both a participation issue and a player-development issue. Entry-level fees that appear manageable in national averages may still exclude lower-income families, particularly households with several children or those facing transportation, scheduling, and equipment barriers. In the Jumpstart study, 64% of children aged 2–17 had participated in organized sport during the previous year, but participation was only 48% among children in households earning less than \$50,000, compared with 76% among those earning \$150,000 or more. Forty-six per cent of families earning less than \$50,000 identified cost as a barrier, compared with 24% in the highest-income group. Financial assistance helps, but its reach is limited: only 26% of parents were aware of sport-assistance programs,



and only one-third of those who were aware had applied. ([Jumpstart, *Cost and Barriers to Sports Participation Study*](#))

These findings provide a basis for stakeholders to examine how the soccer system might preserve a broad, affordable point of entry; support talented and committed players whose advancement may be constrained by family income or geography; improve awareness of and access to financial assistance; and distinguish costs that contribute meaningfully to development from costs whose value or necessity may warrant further examination, including some travel, overlapping services, competitive structures, or fragmented program delivery. The consultation can also help identify where Canada Soccer, provincial and territorial organizations, clubs, professional teams, governments, schools, commercial partners, and philanthropic organizations are best positioned to act individually or together.

Discussion Questions

1. Based on stakeholder experience and available evidence, where do costs create the greatest barriers in the Canadian soccer pathway: initial entry, continued participation, or progression into competitive and high-performance environments? Which groups, communities, and regions appear to be most affected, and where are effective approaches already helping to reduce those barriers?
2. How might clubs, professional teams, provincial and territorial organizations, Canada Soccer, governments, schools, commercial partners, and philanthropic organizations work together to reduce financial barriers to participation and progression? What distinct contributions is each partner best positioned to make, and where could coordination or shared initiatives have the greatest impact?
3. What factors influence players and families when choosing sanctioned, unsanctioned, or independent participation pathways? What strengths, concerns, or barriers do stakeholders identify within the current sanctioned system, and how might Canada Soccer, provincial and territorial organizations, clubs, academies, teams, players, and families work together to create clearer, more accessible pathways toward alignment where appropriate?



Professional Soccer in Canada

Professional soccer in Canada has expanded in recent years, while further opportunities remain to grow its scale and reach. Canada now has three Major League Soccer clubs, a national men's domestic league through the Canadian Premier League, a national women's league through the Northern Super League, and a growing network of semi-professional leagues that connect community clubs to the professional game. The CPL reported approximately 448,000 spectators in 2025, averaging almost 4,000 per match, while the NSL reported more than 275,000 tickets sold during its inaugural season and ranked among the five highest-attended women's leagues globally. The inaugural NSL final reached more than 1.1 million Canadians and delivered an average broadcast audience of 185,000. Stakeholders are invited to consider what these and other indicators suggest about audience interest, market development, and the opportunities and challenges facing Canadian professional soccer. They may also wish to examine how current audiences, media-rights revenues, sponsorship values, club revenues, player compensation, and geographic reach compare with Canada's traditionally established major sports properties and with the number of Canadians who play or identify with soccer. ([CPL 2025 attendance](#); [NSL inaugural-season results](#); [NSL final audience](#))

Several structural factors may help explain the current position of Canadian professional soccer. Domestic leagues and clubs compete for attention, investment, facilities, sponsorship, and broadcast exposure with established Canadian sports properties, including hockey, the CFL, and Canadian franchises in the NBA and MLB. Canada's integration into the broader North American media market also gives the NFL and other major American leagues substantial access to Canadian audiences. Léger research, for example, estimated that 31% of Canadians considered themselves fans of an NFL team even though the league has no Canadian franchise. Traditionally established properties also command a significant share of available media rights spending and promotional capacity in the Canadian media ecosystem. Stakeholders are invited to consider how these market conditions affect emerging Canadian soccer properties and which distinctive opportunities, partnerships, or strategies could strengthen their visibility, relevance, and sustainability. ([Léger, North American Sports Tracker](#))

Soccer faces an additional challenge because Canadian soccer fandom is not confined to Canadian properties. Unlike many sports, soccer offers supporters a continuous global marketplace of high-quality leagues, clubs, players, and competitions. Canadian fans can follow the English Premier League and other major international leagues, Canada's three MLS clubs and the broader MLS competition, the NWSL, international club competitions, and national-team soccer.

Available audience research confirms that interest is growing across several properties at once: YouGov data reported in 2026 indicated that Canadian interest in the CPL had nearly doubled over two years, while interest in MLS had risen by approximately 80%; SponsorPulse reported a 32% increase in Canadian NWSL fandom over a similar period. These trends are positive for soccer overall, but they also reveal the central commercial challenge: growth in Canadian soccer interest does not yet automatically translate into support for Canadian domestic leagues. The CPL and NSL must earn attention within soccer's own crowded global marketplace, while also competing with incumbent North American sports. ([T1 Agency analysis of YouGov data](#); [SponsorPulse Canadian soccer analysis](#))

The media environment compounds this challenge. Traditional broadcasters remain essential to the discovery and legitimacy of sports properties, but their business models are being reshaped by cord-



cutting, streaming, audience fragmentation, and competition from global technology platforms. The CRTC reported that growth in Canadian commercial broadcasting revenue in 2025 was driven by online services, reflecting the continuing shift away from traditional distribution. For established sports, scarcity and large, dependable audiences can still produce enormous rights fees. Emerging leagues, however, may receive limited rights revenue – or may need to prioritize distribution, production quality, discoverability, and audience growth before significant rights fees become available. This creates a difficult development cycle: leagues require investment to improve their product and attract audiences, but stronger audiences are normally required before media and commercial partners will make larger investments. ([CRTC, *Annual Highlights of the Broadcasting Sector 2024–2025*](#))

Professional soccer contributes to the Canadian soccer system in ways that extend beyond the commercial results of individual leagues and clubs. Teams can serve as local institutions, offer young participants visible role models, create regular opportunities to experience the game at a high level, and employ and develop players, coaches, referees, technical leaders, administrators, and other soccer professionals. Domestic professional clubs may also support the player-development pathway through sustained daily training, meaningful competition, and a potential destination for emerging talent. The CPL's Canadian-player and under-21 requirements and the NSL's creation of professional opportunities for Canadian women provide examples for stakeholders to assess. The consultation can explore which of these contributions matter most, where professional soccer is already adding value, and what conditions would enable leagues and clubs to contribute more effectively to Canadian player development.

The strategic-planning process provides an opportunity to consider what role professional soccer should play within the Canadian soccer system and whether, where, and how it should grow. Stakeholders are invited to explore what a mature structure could look like; the appropriate number and geographic distribution of clubs; the relationships among the CPL, NSL, MLS clubs, lower divisions, and community soccer; the balance between live attendance and national media reach; the roles of public and private infrastructure; the integration of academies and player pathways; and the sources of capital required for sustainable development. The discussion can then consider how progress should be assessed, including the relative importance of franchise values, league revenues, commercial sustainability, community relevance, player development, employment, national-team contribution, and inspiration of future participants.

Discussion Questions

1. What should a successful and mature professional soccer structure in Canada look like over the longer term? What measures – commercial, sporting, geographic, developmental, and community-based – should define success?
2. What factors could help translate Canada's broad participation base and growing interest in global soccer into stronger engagement with Canadian professional clubs and leagues? What distinctive value could domestic soccer offer within a crowded Canadian and global sports market, and how might leagues, clubs, governing bodies, media partners, supporters, and communities work together to build that connection?
3. How might professional clubs and leagues, Canada Soccer, provincial and territorial organizations, community clubs, broadcasters, commercial partners, governments, and investors contribute in complementary ways to a sustainable professional game that also supports



Canadian player development and participation? Where could clearer roles, coordination, shared initiatives, or new partnerships have the greatest impact?



Association Governance

Governance has been central to several significant periods in Canada Soccer's history. Reviews of those experiences have identified questions concerning oversight, accountability, transparency, and the relationship between governance and management. The consultation provides an opportunity for stakeholders to consider what has been learned, where practices have improved, and which areas may require continued attention to support sound decisions, constructive relationships, financial sustainability, and public confidence.

In response, Canada Soccer undertook an independent governance review and revised its by-laws in 2025 as part of a broader effort to modernize the organization. Among other changes, the new framework was intended to strengthen Board independence and competency, enhance the nominations and elections process through an independent Electoral Committee, and align Canada Soccer more closely with contemporary standards for national sport organizations. These reforms, informed by principles in the Canadian Sport Governance Code, provide a starting point for stakeholders to consider what is working well, where further clarity or refinement may be helpful, and how the governance model can continue to support strategic oversight, policy, risk management and effective Board leadership without assuming operational responsibilities. ([Canadian Sport Governance Code](#); [Canada Soccer governance resources](#))

Formal changes to by-laws are an important foundation, but effective governance also depends on a shared understanding of the distinct and complementary roles of the Members, the Board, the President or Chair, and management. Members elect directors, approve fundamental constitutional changes, and help connect Canada Soccer to the broader soccer community. The Board owes a fiduciary duty to Canada Soccer as a whole and is responsible for strategic direction, financial and risk oversight, organizational policy, and the appointment and evaluation of the chief executive. Management is responsible for operating the organization and implementing the approved strategy. The consultation provides an opportunity to consider how these roles are currently understood and exercised, where greater clarity or coordination could strengthen decision-making, and how appropriate boundaries can support consistent direction and accountability. Similar questions are being discussed internationally in relation to FIFA, where recent debates have included presidential authority, transparency in decision-making, and the practical separation between governance oversight and management. These discussions may provide useful comparative context as stakeholders consider what arrangements would best support Canada Soccer.

The 2025 reforms introduced significant changes, while several questions remain appropriate for consultation. Some Members sought further constitutional changes soon after the reforms were adopted, which may reflect continuing concerns about the governance model, differing views about the reforms, or a need for greater shared understanding of their objectives. The underlying question is how Member voice can be exercised so that democratic legitimacy, regional representation, independence, competency and effective organizational leadership reinforce one another.

The consultation offers an opportunity to examine whether the present system establishes appropriate boundaries between governance and operations, supports constructive participation in Board elections, and helps produce a Board with the range of expertise required. Stakeholder perspectives can identify where the current arrangements are working well, where challenges or vulnerabilities remain, and what



changes, if any, would strengthen governance in the interests of Canada Soccer as a whole. Through this dialogue, participants can help define how clear roles, effective recruitment and election of qualified directors, and a shared understanding of Board responsibilities might support sustained progress in financial, commercial, technical and organizational areas.

These questions also extend beyond the national body. Canada Soccer operates within an interconnected system in which PTSOs are both independent governing bodies and Members of the national association. Their governance contributes to local and provincial decision-making, participant confidence, and the ability of the Canadian soccer system to act collectively. Stakeholders are invited to explore whether greater alignment around principles such as independence, competency, transparency, role clarity and accountability would strengthen the system; which principles, if any, would benefit from shared development; and what level of consistency would be appropriate across organizations with different mandates, capacities and regional circumstances. The discussion need not assume an identical governance model for every organization. Instead, it can consider whether jointly developed principles, proportionate expectations, shared learning or mutual support would add value for organizations that regulate the game, administer substantial revenues and represent hundreds of thousands of participants.

Discussion Questions

1. How well do the respective roles of Canada Soccer's Members, Board, President or Chair, and management support effective governance and collaboration? Where could greater clarity, shared understanding, or coordination improve how responsibilities are exercised?
2. Does the current nominations and elections process strike the right balance among Member choice, regional and stakeholder representation, director independence, diversity, and the competencies required to govern a complex national sport organization? What features of the process are working well, and what adjustments, if any, could strengthen confidence, support constructive participation, and encourage a broad range of highly qualified candidates to serve?
3. Would greater consistency in governance principles across Canada Soccer and its provincial and territorial members strengthen the soccer system? If so, which shared principles or proportionate expectations would be most valuable, how should regional differences be accommodated, and how could organizations work together to assess progress and provide support?



Vertical Integration Across Canadian Soccer

Soccer in Canada is delivered through a federated structure. Canada Soccer, Provincial and Territorial Sport Organizations (PTSOs), districts, leagues, and clubs are legally distinct organizations with different mandates, governance structures, and operating capacities. This structure can support decisions that reflect regional circumstances, while stakeholders have also identified opportunities to examine duplication, consistency of standards, clarity of accountability, and variations in the participant experience. The strategic-planning process provides a forum to consider whether – and in which areas – greater alignment or integration could improve coherence, efficiency, service, and accountability while preserving appropriate regional flexibility.

The Future of Sport in Canada Commission identified fragmentation as an important consideration for the Canadian sport system. Its final report invites National Sport Organizations and their partners to explore how more consistent policies and implementation could strengthen their sports. It also proposes consideration of harmonized governance standards across national, provincial, territorial and community levels, potentially supported by a Pan-Canadian Sport Governance Code. Rather than prescribing a single corporate structure for every sport, the recommendations provide a basis for stakeholders to discuss where clearer roles, stronger alignment, shared expectations and mutual accountability could add value, and how these approaches might reflect the different circumstances of organizations across the system. ([Future of Sport in Canada Commission, Chapter 13](#) and [Chapter 14](#))

These themes were also prominent during Canada Soccer President Peter Augruso's recent listening tour with PTISO leaders. The consultant's report identified areas where participants saw opportunities to strengthen governance, clarify responsibilities, reduce administrative overlap, build organizational capacity, and better support staff and volunteers. Potential areas for collaboration included registration and data, insurance, human resources, finance, compliance, safe sport, and communications. PTISO leaders also emphasized that shared approaches would need to demonstrate tangible value, reflect regional circumstances, and include transparent service standards, cost-sharing arrangements, and accountability. The report therefore recommends beginning with jointly designed pilots and proof of concept so that partners can assess the benefits before considering broader implementation.

Stakeholders may wish to consider a range of approaches to alignment and integration. At one end of the spectrum, Canada Soccer and the PTISOs could remain fully independent while working together on common governance principles, policies, systems and performance measures. Other options could include voluntary shared national platforms or arrangements through which one organization delivers selected services on behalf of others. More integrated approaches could involve shared executive or administrative capacity, formal regional branches, consolidated legal structures or a jointly agreed redefinition of responsibilities between Canada Soccer and the PTISOs. The consultation can explore integration not simply as centralization, but as a shared inquiry into which responsibilities are best delivered nationally, which benefit from provincial or territorial leadership, and where collaborative delivery could improve service, reduce costs or strengthen accountability.

Any consideration of greater alignment or integration would need to be built collaboratively, with trust, clarity and a shared understanding of the value for participating organizations and the people they serve. It would also need to reflect differences in geography, language, legislation, organizational scale and existing PTISO capacities. Stakeholders are therefore invited to consider together where closer alignment could improve outcomes, which approaches would be most appropriate in different circumstances, and what conditions, safeguards and measures of value would be needed to build confidence and support.



Discussion Questions

1. Which governance principles, if any, would Canada Soccer and the PTSOs benefit from developing and advancing together? Stakeholders are invited to consider areas such as board competencies, independence, role clarity, transparency and accountability; the degree of consistency that would add value; how provincial and territorial circumstances should be reflected; and what collaborative mechanisms could support implementation, learning and accountability.
2. Which operational functions offer the strongest opportunities for Canada Soccer and the PTSOs to work together – for example, registration and data, insurance and benefits, safe sport and compliance, finance, human resources, technology, communications, procurement, coach and referee education, or player-development systems? Which functions are best led locally or provincially, and what partnership models could combine national scale with regional responsiveness?
3. What forms of alignment or integration, if any, would best support Canada Soccer, the PTSOs, and the people they serve? Stakeholders are invited to consider options ranging from common standards among independent organizations and voluntary shared-service arrangements to regional operating structures or more substantial organizational integration. What outcomes should guide these choices, and what conditions, safeguards, regional flexibility, and evidence of value would partners need before supporting movement along the spectrum?



Priority Allocation Exercise

Strategic planning invites shared choices about where Canada Soccer and its partners can make the greatest collective impact. The organization serves a broad and complex sport system, with legitimate expectations spanning national-team performance, player development, grassroots participation, domestic professional soccer, coaching and officiating, national competitions, inclusion and accessibility, and the long-term growth of the game. Each of these areas matters. Because available resources are finite, the consultation provides an opportunity for stakeholders to consider together how different ambitions should be balanced and where collective effort can be most effective.

This exercise, using the accompanying spreadsheet, is intended to support a practical, shared discussion about those choices. Participants are invited to allocate a symbolic budget of 100 points across Canada Soccer's principal responsibilities and strategic priorities. Participants will select an investment level for each strategic priority, providing a common basis for comparing perspectives and exploring potential areas of alignment.

The prices are illustrative. They do not represent Canada Soccer's current budget, actual program costs, or a proposed financial plan. Instead, they are intended to help participants compare the relative resources and organizational attention associated with different levels of ambition. The exercise does not allow every area to receive a Strong level of investment within the available budget, so reaching 100 points will involve identifying areas of greatest emphasis, areas where a foundational level of activity may be appropriate, and opportunities for Canada Soccer and its partners to pursue shared delivery or complementary contributions across the soccer system.

Please complete the attached spreadsheet before your consultation session and bring your allocation and written reflections to the discussion. There is no single correct answer. The value of the exercise lies in understanding the priorities stakeholders identify, the considerations informing their choices, and the opportunities they see for Canada Soccer and its partners to work together within available resources.

Your responses will help Canada Soccer and its stakeholders build a shared understanding of areas of alignment, differing perspectives and trade-offs that would benefit from further dialogue. Together, these contributions will help shape a strategic plan that reflects collective priorities, supports coordinated action and remains grounded in a realistic understanding of what Canada Soccer and its partners can advance within available resources.

