



2027–2029 Strategic Plan

Soccer First

The Lower Island Soccer Association is governed by a volunteer Board of Directors that provides strategic oversight and supports the leadership and staff team.

Home to 11 member clubs on Southern Vancouver Island, Lower Island Soccer reaches players and families from the Cowichan Valley, Sooke, Greater Victoria, Saanich Peninsula, and the Southern Gulf Islands.

Guided by our vision, mission, and values, we will advance our 2027–2029 priorities to create opportunity and lasting impact for nearly 10,000 youth players across our region. Our focus extends beyond players to include meaningful support, development, and dynamic pathways for coaches, referees, and leaders helping strengthen the game and the communities around it.

Mission

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.

Vision

Positive experiences for everyone in a unified soccer community.

Values

The South Island Soccer Association leads by embracing the following intentional values:

ALIGNMENT Through collaboration, transparency, and shared accountability, ensuring our decisions and actions support growth and positive experiences across the soccer community.

PLAYER-CENTRED APPROACH We align our programs, leadership, and decisions around what best supports the enjoyment, development, safety, and success of players at every stage of the game.



2027–2029 Overarching Strategic Focus

Priority 1: Preparing and Positioning for System-wide Change

To ensure the long-term strength and sustainability of the Lower Island Soccer Association (L.I.S.A.), we will proactively prepare our Board and membership for discussions with BC Soccer regarding potential governance and operational reforms.

By strengthening organizational alignment, fostering informed member dialogue, and clearly communicating L.I.S.A.'s regional value, we can engage strategically in shaping future soccer delivery models. Key objectives include preserving local representation, maintaining high-quality member services, ensuring regional priorities are reflected in future decisions, and supporting the long-term success of soccer across the region.

Priority 2: Embedding Advocacy in Communications and Engagement Efforts

A) Continue strengthening L.I.S.A.'s marketing, communications, and brand strategy to expand reach, build awareness, and deepen connections with players, families, and community partners. This includes developing strategic media and communication relationships, alongside modern storytelling tools that celebrate achievements, strengthen community connection, and engage new and emerging audiences.

B) Strengthen L.I.S.A.'s ability to advocate effectively with sector interest-holders and decision-makers by building collaborative relationships and positioning L.I.S.A. as a trusted regional voice within the soccer community. This includes developing a coordinated engagement and advocacy approach to ensure L.I.S.A. is actively consulted on matters impacting the growth and long-term sustainability of soccer across the region.

C) Explore the development of a community stakeholder engagement strategy to build broader awareness and support for L.I.S.A.'s advocacy efforts related to shared fields, facilities, and amenities, while strengthening relationships with municipal recreation and parks departments, school districts, and other sport organizations.

Priority 3: Board Development Planning

Ongoing priorities and anticipated Board member transitions present an important opportunity to strengthen Board governance, enhance responsiveness, and advance succession planning to ensure effective leadership and oversight as L.I.S.A. prepares to navigate key discussions and future organizational change.

Priority areas of board development include governance effectiveness, financial, and risk management.

2027–2029 Strategic Actions

This plan serves as a guide for future decision-making and alignment, grounded in four interconnected pillars that support the organization’s identified priorities:

Develop — Foster growth and development opportunities for players, coaches, officials, and leaders at all levels of the game.

Deliver — Support member organizations in the effective delivery of quality youth soccer programs and experiences.

Govern — Provide strong leadership, governance, and stewardship to advance and sustain youth soccer across the region.

Promote — Champion, advocate for, and grow youth soccer throughout Southern Vancouver Island and the Gulf Islands by strengthening awareness, engagement, and community connection.

Priorities

26Q4	Govern	Actions/Outcomes
27Q1	BCSA Response Strategy	a) Proactively build L.I.S.A. Board and committee capacity to focus on continuity, leadership readiness, and organizational sustainability, to effectively support upcoming B.C.S.A. transition and operational discussions and decision-making.
		b) Maintain Board stability during B.C.S.A. transition discussions.
	L.I.S.A. Board Succession Planning	a) Identify and cultivate prospective board members to support strong governance and the continued growth and sustainability of L.I.S.A.
		b) Facilitate relationship-based recruitment approaches.
		c) Facilitate knowledge transfer via transition briefings.
	L.I.S.A. Board Recruitment Strategy	Confirm current need and desired competencies in an implementable recruitment plan.
	L.I.S.A. Board Skills Training	Plan and allocate resources for annual board skills development training.
	L.I.S.A. Bylaw Review	Strengthen board position and sector influence by reinstating a Board Ex-Officio role.
	Increase Board Committee Capacity	Engage additional volunteers to strengthen committees, enhance capacity, and support broader representation and participation across the organization.
	Create a Board Communications and Marketing Committee	To support awareness raising, communications, and promotions strategy.

27Q2	Develop	L.I.S.A Coach Development Framework (Model the approach after the success of the 2025 Referee Development Framework.)	a) Build the capacity of coaches to strengthen skills, engagement, improve retention, and enhance the overall experience and satisfaction of players, families, and volunteers. b) Review the role to ensure performance expectations, responsibilities, and behaviours are aligned with L.I.S.A.'s standards, player-centred approach, culture, and organizational goals. c) Provide accessible training, mentorship, certifications and ongoing learning tools. d) Acknowledge contributions, success and positive efforts that encourage long-term involvement.
		L.I.S.A. Girls Coach Development and Support Strategy	a) Implement a strategy to support and equip Girls coaches, enhancing the player experience, strengthening retention and motivation, and encouraging continued participation.
27Q3	Deliver	L.I.S.A. Player Pathway Framework	a) Clarify player pathways and development opportunities through a clear roadmap that outlines progression, supports transition to adult league participation, and strengthens coordination, oversight, and consistent standards across programs and member clubs. b) Revisit and strengthen the current L.I.S.A. pathway framework to clarify, streamline, and align organizational processes, expectations, and operational practices across the association. c) Clearly communicate and promote the player pathway roadmap to parents, providing a transparent understanding of development opportunities, progression stages, and realistic expectations.
		Strategic Sector Partnerships	Strengthen relationships and advocacy efforts with key sector partners, including Canada Soccer, BC Soccer, Pacific FC, Vancouver Island Soccer League, and Lower Island Women's Soccer Association, to position L.I.S.A. as a key voice and partner in shaping future development, programming, facility planning, and opportunities for youth soccer.

Funding and Sponsorship Development	a) Explore contracting a professional fund development and/or grant writing resource to support the pursuit of funding, sponsorship, and partnership opportunities aligned with key goals and initiatives. b) Consider collaborative or cost-sharing opportunities with partner organizations, including local adult leagues, to strengthen capacity and maximize overall impact.
Advocacy and Sector Interest-holder Engagement	Develop and implement an advocacy and engagement plan that strengthens L.I.S.A.'s voice and influence across the soccer sector, aligns key initiatives with critical timelines, and ensures the organization's interests and priorities are effectively represented in sector discussions and decision-making.
Member Engagement Standards and Training	Develop and implement engagement standards and related training that enable consistent, transparent, and meaningful engagement between L.I.S.A., its members, and key interest-holders, while setting clear expectations for communication, participation, and decision-making.
28Q1 Promote	
Develop and share strategic, compelling stories that raises awareness, advances advocacy efforts, and attracts broader interest, engagement, and support for L.I.S.A.'s mission, impact and future vision.	a) Build on L.I.S.A.'s history and success in supporting newcomers, girls, and diverse community demographics by strengthening connections with the broader community. b) Develop a dynamic narrative, storytelling approach, and supporting collateral that enhances L.I.S.A.'s profile, celebrates its impact, and increases awareness and interest in L.I.S.A. programs and services.
28Q2 Deliver	
Continue to support the L.I.S.A. Referee Development Framework	Facilitate an annual review of the Referee Program Strategy to ensure appropriate resources, supports, and development opportunities are in place to effectively meet retention and training goals by: a) Implementing and supporting the delivery of referee development activities and initiatives across all of LISA's member clubs b) Implementing recruitment and retention strategies c) Provide Mentoring, Assessment, and Education sessions (Formal Coach Education) d) Advocating for progression of local officials to BCSA and CSA programming

e) Explore feasibility of a Centralized Referee System on the Lower Island