



# ONE IDENTITY. ONE STORY. ONE COLLECTIVE.

FUELLING CANADIAN SOCCER TOGETHER.



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# SEIZING THE MOMENT TO IMPACT THE **INDUSTRY'S** **FUTURE.**

**It is a privilege to share this updated Vision for Canadian Soccer Media & Entertainment (CSME) and the meaningful role we intend to play in advancing soccer in Canada at this pivotal moment and beyond.**

Since first issuing this Vision as a living document in October 2025, I have had the chance to engage more deeply with the Canadian soccer landscape, from its players, communities and supporters to the people working behind the scenes across the sporting, media and commercial landscape. Meaningful progress has been made in short order, but the opportunity in front of us is even greater.

The soccer industry in Canada is entering a defining period: a home FIFA World Cup on the horizon, increasing international recognition of Canadian players, and a growing appetite for the game across the country. Our clear mandate to elevate





soccer's presence in Canada — pushing it further into mainstream culture and amplifying its visibility and relevance in everyday life — remains. How we are pursuing it has advanced significantly.

At our core, we continued to develop CSME as an integrated hub that brings together soccer, media and entertainment, and business in a connected and coordinated way — an approach that we have continued to evolve and sharpen.

Our long-term partnership with Canada Soccer is central to this work. We are proud to complement the national governing body through commercial innovation and revenue diversification, a strong media strategy and storytelling ambition, continued investment in league development, and the advancement of our integrated hub. Through that relationship, and structures like our Partnership Governance Committee, we remain aligned with defined and synergistic

roles, united in a shared focus as the game continues to evolve.

Our progress has also been supported by other stakeholders across the soccer community. Their perspectives helped us refine and strengthen this Vision, allowing us to move forward with greater clarity, sharper focus, and a more precise understanding of how we can deliver against our goals. Just as importantly, these discussions sparked meaningful dialogue that will continue as our work evolves, and we welcome the addition of more voices in future.

What began as a directional Vision has been honed and we are now focused on execution. We have already taken important steps to bring our model to life. We finalized a new long-term agreement with Canada Soccer to reinforce alignment across the system. We expanded the Canadian Premier League (CPL) into Québec and established a strategic partnership with FIFA to support innovation

through initiatives such as the Daylight Offside trial. We introduced a refreshed CSME identity and brought our league properties — the CPL and Premier Soccer Leagues Canada (PSLC) — together under a more unified brand, elevating how we present and grow the game.

Momentum has extended commercially, with many new media and broadcast agreements and a growing network of partners, all contributing to a more sustainable and scalable foundation for what comes next.

This updated Vision reflects a clear evolution in both focus and ambition. Central to this is the articulation of a digital hub, a tangible expression of our integration designed to deepen connections with fans, players and partners.

We are placing greater emphasis on Leading with Soccer by aligning our pathway, strengthening identity, and advancing innovation through the development of a domestic transfer market.

Our media approach prioritizes expanding reach through a more connected content ecosystem and an integrated global and domestic rights strategy.

Commercially, the focus is on building deeper partnerships that actively drive brand growth through engagement. Together, these priorities sharpen how we will deliver long-term impact and define the role we can play in soccer in Canada.

This Vision is ultimately about impact. It is about creating more pathways for young players to pursue their goals domestically, expanding how fans engage with our sport, and strengthening the connection between soccer and communities across the country. At its best, soccer has the ability to unite — and that is a role we believe it can play more fully in Canada.

Soccer already connects billions globally. Our focus is on strengthening those ties here at home, in ways that are accessible, engaging, and lasting.

We look forward to continuing this work together.



**James Johnson**  
Group CEO  
Canadian Soccer Media & Entertainment

Commissioner  
Canadian Premier League

# OUR FOUNDATION AND THE MOMENT FOR **TRANSFORMATION.**





**BEGINNING WITH A BOLD IDEA**  
**For decades, Canadian soccer lived in the shadows of other sports and was an afterthought in the global game.**

The nation had produced moments of pride — from the Olympic gold won by Canada Soccer’s Women’s National Team to the Men’s National Team’s long-awaited World Cup qualification — but the broader industry historically lacked the infrastructure to consistently build on those milestones.

Players often had to leave Canada to chase their dreams, a reality many still face today. Fans consumed the global game but had little to connect them to a domestic product.

Clubs and competitions flickered, but few survived long enough to anchor the sport in communities.

Canadian Soccer Media & Entertainment (CSME), then known as Canadian Soccer

Business (CSB), was created to help change that story. Leaders like Victor Montagliani, Bob Young and Scott Mitchell identified potential within Canadian soccer and came up with a bold idea: to better connect and align the soccer economy, uniting leagues, media and partners to strengthen the conditions soccer in Canada needed to thrive.

It was the genesis of CSME and the CPL, the country’s top men’s professional league.

The premise was simple but ambitious: build clubs, create opportunities, and give Canadian kids a chance to dream of playing at home, in front of their families and communities.

The launch of the CPL was also a key part of securing Canada’s place as a co-host of the 2026 FIFA World Cup and will remain an enduring legacy of the world’s biggest sporting event on home soil. It showed the world that the country had the talent and ambition to build a strong, professional

industry, which will endure well beyond the tournament.

A seven-team league kicked off in 2019, representing the highest level of men's soccer in Canada, thanks to investment and leadership from such entrepreneurial Canadian minds as the Southern Family, Derek Martin, Wade Miller and Dean Shillington, as well as Canada Soccer Men's National Team alums Rob Friend and Josh Simpson.

The story didn't stop there. The group expanded, bringing in new investors to grow its national footprint. The arrival of Atlético Madrid as an owner gave the project global credibility and connected Canadian soccer to one of the world's great brands. The introduction of the Pasquel family further strengthened international ties, establishing valuable connections to Mexico's vibrant soccer culture and a leading country in the Concacaf region. A recent expansion into the Quebec market, backed by a passionate group of owners with deep ties to the region and the game, enhanced the league's coast-to-coast reach.

Investing in the men's professional game wasn't the only area of focus. CSME brought what was then known as League1 Ontario under its umbrella in 2018, followed by League1 BC in 2023. The launch of League1 Canada, a national system for the country's semi-professional teams, created a clear pathway for the Canadian stars of tomorrow to progress to the professional game and

beyond, following in the footsteps of such Canada Soccer National Team stars as Alistair Johnston, Dayne St. Clair, Cyle Larin, Olivia Smith, Promise David, Richie Laryea, Tajon Buchanan, Vanessa Gilles and more.

The building blocks of a soccer industry are now in place. The CPL, in year eight in 2026, has provided chances to more than 600 players to date, as well as hundreds of executives, coaches, staff, referees, media members and volunteers. It is a home for clubs to grow and perform on the national and continental stage.

League1 Canada has evolved into Premier Soccer Leagues Canada (PSLC), a stable national system connecting provinces and creating opportunities for the next generation of Canadian talent, men's and women's, to reach the professional level at home and abroad.

Young people across the country can now see a pathway that leads from their local environments toward semi-professional and professional opportunities in the PSLC and the CPL, proving that success in Canadian soccer is possible.

Through its commercial mandate, CSME holds an important role in maximizing the value of Canada Soccer's National Team rights, expanding their visibility, influence, and impact at home and abroad.

Through the media sponsorship and licensing rights it represents, CSME supports

the continued growth and visibility of Canada Soccer, helping bring the sport closer to the spotlight in a landscape where recognition has long been hard-won.

### **Progress is real.**

Fans are rallying. The CPL is building a stronger foundation for the industry at home. Players like Alphonso Davies, Jonathan David, Vanessa Gilles and Olivia Smith are proving that Canadians can compete on the international stage as global soccer stars.

### **But there is much more opportunity to seize.**

What began as an idea to professionalize soccer in Canada has become something larger: a catalyst for growth within Canada's soccer ecosystem and beyond, bringing together leagues, business, and media in ways that reinforce each other and can unlock the domestic industry's full potential.

## **THE OPPORTUNITY AHEAD** **Canadian soccer now stands at a once-in-a-generation inflection point.**

The foundations of CSME are set and, with inspired leadership in place, our real opportunity lies in scaling them into one integrated hub that is credible at home, respected globally, and capable of reinvesting into the Canadian game.

This progress has been supported by invested leaders across the game, including Victor Montagliani, whose long-standing advocacy for Canadian soccer — from his time at Canada Soccer to his leadership on the international stage with Concacaf and FIFA — helped bring the FIFA World Cup to home soil and played a key role in the establishment of the CPL, two defining milestones that continue to shape the trajectory of the sport in this country.

Today, 18.7 million Canadians identify as interested in soccer. That figure is expected to rise sharply in the lead-up to the 2026 FIFA World Cup. The country's connection to the global game is already deep: more than 24 million Canadians tuned into the 2022 FIFA World Cup in Qatar and 61 per cent of Canadians have said they are planning to watch the 2026 tournament on home soil, a number which is expected to grow as the tournament draws nearer.

Soccer fandom in Canada is also expanding at a pace unmatched by any other major sport. Since 2022, the number of soccer fans has increased by 17 per cent, compared with a three per cent rise for basketball and one per cent increase for hockey. Participation tells the same story: there are now twice as many soccer participants as hockey players across the country. With the World Cup approaching, this momentum is set to accelerate, transforming not only the scale of the audience but the depth of its engagement.



Arsenal's Olivia Smith, developed in League1 Ontario (now the Ontario Premier League), captured Young Player of the Year, Forward of the Year and the Golden Boot in 2022. In 2025, her £1 million move from Liverpool FC to Arsenal FC set a world-record fee, making her the most expensive signing in women's soccer history at the time.

The World Cup legacy will not just be measured in matches hosted or infrastructure built, but in the millions of new fans, participants, and communities drawn into the game for the first time.

An analysis of Canada's soccer ecosystem reveals both the gap and the promise. Diligent work to improve the National Teams by current and former leadership at Canada Soccer since the early 2000s has paid off and the squads now rank among the world's best on the field. In

September 2025, the Men's team reached a historic high of 26th in the FIFA Rankings — a remarkable rise of 68 places from 2018. The Women's team consistently sits inside the top 10. Yet, beneath that success, the domestic player market tells a very different story, with Canadian clubs generating a fraction of the transfer value of similarly ranked nations. Closing this gap would fundamentally transform the economics of the Canadian soccer market and the opportunities it provides for clubs and players.

Continued growth is equally necessary. For the CPL and PSLC to fulfill their potential, they must ensure the health of existing clubs, anchored in modern stadiums and facilities, backed by strong ownership and supported by passionate fans and partners, all while strategically considering the opportunity for expansion in both the men's and women's games.

They must also push themselves to earn their spot in the new world of club soccer, one defined by global opportunity and alignment through Concacaf. Access to the region's premier club competitions, like the Concacaf Champions Cup, now connects

Canadian leagues to the global club soccer season and the FIFA Club World Cup, giving our teams the chance to test themselves against the best in our region and compete for a place on the world stage.

Strengthening the pipeline of Canadian talent is essential to feeding a stronger, more competitive game. That includes deepening the connection between PSLC, the CPL and beyond. By increasing awareness and alignment across these levels, and exploring new competitive layers that may emerge in future, CSME can help make soccer in Canada more visible, aspirational, and complete.



The media landscape in Canada is evolving. While traditional networks remain important, reach is increasingly fragmented across mainstream linear and digital platforms. As CSME continues to grow its media rights portfolio, the focus is on building a more connected content ecosystem — expanding reach across channels, strengthening mainstream presence, and leveraging acquisitions to broaden the overall soccer offering. This will be critical to driving visibility, engagement, and long-term value for the industry domestically.

Without this scale, soccer in Canada risks always lagging behind its potential.

We know millions of Canadians love soccer and follow the world's biggest leagues, but we need to give them more reasons to cheer for their own clubs here at home. The task and the opportunity are to convert global soccer passion into Canadian soccer loyalty and a sense of community pride. Without stronger domestic fandom, our industry won't grow the way we know it can. Building loyalty here at home is how we make soccer truly Canadian.

### **And then come 2026 and 2027.**

The 2026 FIFA World Cup on home soil is not just another tournament. It is Canada's chance to unite the country around the game and to leave a legacy that endures long after the final whistle. We all have a role to play in its success.

History shows what a home World Cup can ignite. Mexico's 1970 tournament marked a cultural and soccer coming-of-age on the global stage, while the United States used 1994 as a springboard to transform the sport's relevance and commercial future domestically. Now, with the world's attention turning here, Canada has its own moment — an opportunity to showcase not just the game's growth, but the spirit, diversity, and openness that define the country today.

Immediately on the heels of the FIFA World Cup 2026, attention turns to the FIFA Women's World Cup Brazil 2027, creating a rare opportunity to sustain momentum rather than rebuild it. Women's soccer represents a clear opportunity within this window. With Olympic champions and a new generation of icons like Olivia Smith emerging, the moment is here to accelerate that energy. Women's soccer and female fandom can become a defining pillar of CSME's identity, and a powerful force for growth, visibility, and cultural pride.

Finally, soccer is more than ninety minutes on the field. Today it lives in music, fashion, digital content, and social storytelling. CSME's "late arrival" to soccer is a competitive advantage. Because we're not tied to old systems, we can build from the ground up, creating something modern, data-driven, and digitally connected, made for the fans, partners and communities who live and love the game today and in future.

# DEFINING OUR NORTH STAR.

## A CONSOLIDATED SOCCER MODEL

*“To create a new kind of soccer company: making CSME the world’s first integrated soccer hub — where teams, leagues, stars, stories, communities and partners connect millions of fans, fuel sustainable growth, and create enduring value for the wider Canadian soccer ecosystem, with a lasting impact at home and abroad.”*

This Vision reflects our belief that the future of soccer in Canada will be built not through isolated efforts but through an aligned system that brings the many parts of the industry together. Leagues, players, clubs, media, partners and communities all play a role in shaping how the sport grows in this country.

Our later emergence in the space presents a unique advantage: the opportunity to build modern systems from the ground up, embracing new ideas, technologies and experiences that reflect how fans engage with sport today.

In Canada, this means placing soccer at the centre of sporting and community life. Clubs



become civic anchors. Players become cultural icons. Fans are connected to the game every day through the stories, moments and experiences that make soccer part of the national and global conversations.

For CSME, this represents a bold shift in how we operate and contribute to the industry’s growth. It means evolving from a traditional league operator and commercial agency into an integrated sports, media and commercial hub that connects more parts of the Canadian soccer ecosystem.

# WHERE **VISION** MEETS EXECUTION.

## **A vision only matters if it leads to action.**

Bringing an integrated soccer hub to life requires a clear approach to execution that connects the strength of the game on the field, the stories that bring it to life and the partnerships that support its growth.

At the centre of this approach is the Growth Engine, a self-reinforcing cycle of Soccer, Media and Storytelling and Business. Strong teams and leagues create stories worth telling; stories build fandom and commercial value; revenues drive reinvestment.



### **Soccer is our heartbeat:**

Everything begins with the product on the field: competitive leagues, ambitious clubs, Canadian athletes excelling at home and national teams that inspire the country. At CSME's core is a growing league portfolio, including the CPL and PSLC, with the potential for new competitive layers that deepen the pathway and a robust player transfer market that strengthens opportunity and investment in the Canadian game.



### **Media and Storytelling is our amplifier:**

Everything grows louder when the stories are strong. Media and storytelling across digital and linear platforms turn matches into moments, clubs into cultural symbols, and players into recognizable stars, making soccer in Canada visible and relevant every day. Shifting from the home of Canadian soccer to the home of soccer in Canada creates an ecosystem that elevates domestic leagues and players alongside the global game. Media enables soccer to cut through to the mainstream, and fuel lasting fandom, keeping Canadian soccer in the national conversation.



### **Business is our fuel:**

Every partnership, ticket, jersey, and rightsholder supports the engine that powers the industry forward. A new long-term agreement with Canada Soccer ensures a strong commercial base that reinvests directly into teams, clubs, leagues, and communities, creating sustainable growth and enduring impact. Licensing, sponsorship, digital capability and data turn passion into revenue — and revenue



into opportunity — ensuring that soccer in Canada isn't just visible, it's thriving.

**From that cycle comes Legacy and Impact:** When soccer thrives, stories resonate, business reinvests and the ripple effects extend far beyond the field. The industry grows stronger commercially, reaches new audiences in the mainstream, and builds enduring foundations for the future of soccer in Canada. The 2026 FIFA World Cup and beyond present a unique opportunity to turn momentum into permanence,

strengthening the foundations of the Canadian soccer ecosystem and supporting the game's continued advancement for generations to come.

CSME's growth engine will propel legacy across four key areas: the commercialization of soccer in Canada, breaking the game into the mainstream conversation, establishing the CPL as an enduring pillar, and contributing to critical infrastructure, all supporting the foundation for a stronger, more visible, and enduring domestic game.

# BRINGING THE HUB TO LIFE.

## SHAPING CANADIAN SOCCER CENTRAL

CSME's integrated soccer hub represents a new model for supporting industry growth. By bringing many areas closer together — from competitions and players to fans and partners — it helps strengthen and connect the Canadian soccer ecosystem.

Part of bringing this hub to life will be Canadian Soccer Central — a single platform connecting every player, parent, coach, and fan across the country. Canadian Soccer Central will be a premier avenue for Canadians to engage with soccer through one connected system, unifying

engagement, content, and commerce at national scale. It creates a verified, first-party data asset — unmatched in Canadian sport — built on real households, roles, and engagement.

### Canadian Soccer Central will connect community, content, and commerce in one place:

- Community creates identity and data
- Data enables personalized content and experiences
- Personalization deepens engagement
- Engagement drives revenue that can be reinvested into the game



**What it delivers:**

- For fans: one place to follow matches, players, and stories, tailored to them
- For partners: access to verified, high-value audiences at scale
- For the game: a database that grows with

engagement and strengthens the ecosystem.

Canadian Soccer Central will deliver a complete soccer experience turning connection into ongoing engagement across content, community, and commerce.



**THE ULTIMATE SERVICE FOR ALL CANADIAN SOCCER FANS**



**THE PARENT**

**What I need:** Make managing my kids' soccer simple.

**How Canadian Soccer Central supports me:** Schedules, community and team updates in one place.



**THE FAN**

**What I need:** Follow the game easily, anytime.

**How Canadian Soccer Central supports me:** Matches, tickets, and content all in one hub.



**THE ORGANIZER**

**What I need:** Run my club without the chaos.

**How Canadian Soccer Central supports me:** Simple tools for coordination, scheduling, and communication.



**THE COACH**

**What I need:** Develop players without extra admin.

**How Canadian Soccer Central supports me:** Planning, tracking, and team management tools in one place.



**THE PLAYER**

**What I need:** Improve my game and stay connected.

**How Canadian Soccer Central supports me:** My schedule, progress, gear, and content all in one place.



# OUR BLUEPRINT FOR GROWTH.

## WHAT SUCCESS LOOKS LIKE

**This Vision sets a clear direction: building a fully integrated soccer ecosystem — uniting leagues, the business of the sport, and media under one roof to create a more connected, scalable and impactful future for the industry.**

Turning that vision into reality requires focus. As the Growth Engine generates momentum across Soccer, Media & Storytelling, and Business, our priorities centre on four Areas of Focus that will shape the next phase of our work.

These Areas of Focus guide how we strengthen the game, expand its reach, grow its commercial potential and scale our organization to support this ambition.

Some ambitions are timeless, while others are tied to milestones such as the 2026 FIFA World Cup.

Together, they define what success looks like as we move forward.

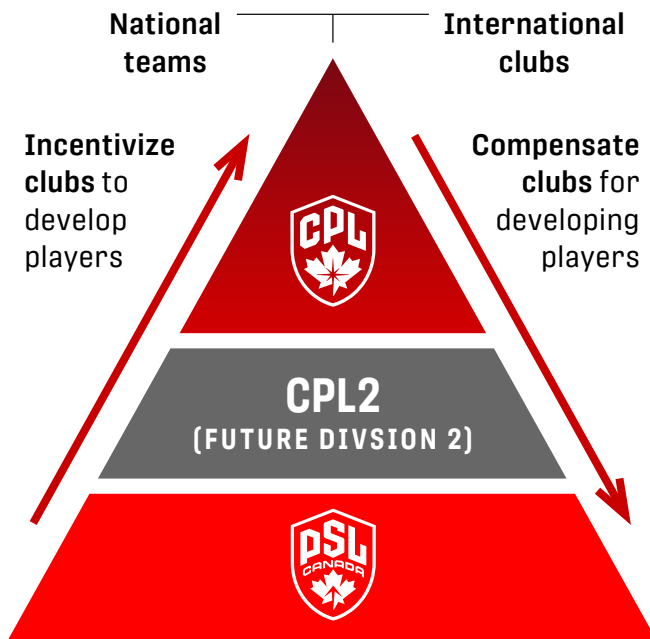
## AREAS OF FOCUS



### **Lead with Soccer** **Align the league soccer system:**

The CPL serves as the top tier of the men's professional game within an aligned domestic structure, with the PSLC operating as the national semi-professional platform across both the men's and women's game. CSME will actively explore the development of additional competitive layers — including the introduction of a Tier 2

## ENVISIONING A MORE SUSTAINABLE SOCCER ECONOMY



— to deepen opportunities for players, clubs and markets as the professional landscape continues to grow.

CSME will support strengthened alignment across the Canadian soccer ecosystem — engaging Canada Soccer and its Member Associations, including Provincial and Territorial Soccer Associations, Member Professional Clubs and Leagues in Membership — as well as internationally with Concacaf and FIFA to help create clearer opportunities for players and coaches through our clubs, while strengthening the pipeline of talent within Canada’s soccer system. This work should also help raise professional standards across facilities,

match operations and the overall matchday experience, while encouraging strong relationships across the regional and global soccer system.

### Define and Activate a Unified League Identity:

CSME will define, establish, and operationalize a clear and authentic identity across its league portfolio. This work will position its properties cohesively within the domestic and global soccer landscape, ensuring alignment between the on-field product at the semi-professional and professional levels and reinforcing their collective role in developing Canadian talent.

This identity will be embedded across communications, marketing, broadcast, and commercial platforms to create a consistent and credible foundation for decision-making and storytelling. In doing so, it will support the continued growth of long-term value creation of Canadian soccer talent — ultimately contributing to the sustained success of Canada Soccer’s National Teams.

### Unlock the value of Canadian player development:

Position Canada as a global leader in developing and exporting elite soccer talent, with the CPL and PSLC recognized as leading platforms where Canadian players are trained, tested, and propelled into the global game. As more players succeed internationally, Canada must retain a greater share of the value they create.

CSME will advance the modern domestic transfer framework tailored to the Canadian context and aligned with global best practices. This will strengthen incentives for clubs to invest in training and development and ensure rewards and transfer revenues are effectively captured and redistributed across clubs and the broader ecosystem.

By reducing value leakage, Canada can build a more sustainable soccer economy. The success of Canadian players abroad should generate meaningful economic returns that are reinvested into the domestic market, fueling long-term growth and strengthening the future of the Canadian industry.

### Champion women's soccer:

Strengthen the visibility, investment and long-term growth of women's soccer by investing across the platforms CSME powers. Through the commercial, media and licensing rights for Canada Soccer's Women's National Team, support the reach and commercial success of the program and help drive greater reinvestment back into the game.

Continue investing in PSLC as an important platform for developing and showcasing women's talent, including the progression of players, coaches, referees and clubs within the Canadian ecosystem. Through stronger relationships with women's professional leagues and grassroots and

**OLIVIA SMITH**  
**RECORD TRANSFER FEE**  
IN JULY 2025



**ALPHONSO DAVIES**  
**€45M**  
CURRENT MARKET VALUE



provincial partners, help elevate the visibility, investment and long-term growth of the women's game in Canada.

Alongside this work, expand coverage and storytelling across the women's game by acquiring and promoting leading women's competitions — including global and North American leagues — bringing more women's soccer to Canadian audiences.



**Elevate Media and Storytelling  
Build a Canadian soccer  
content ecosystem:**

Develop a modern soccer storytelling platform by consolidating premium soccer media rights that connect Canadian competitions, players and fans

through year-round content. At the heart of this approach is an integrated global and domestic rights strategy that brings Canadian properties together with leading international competitions. This strategy creates a broader soccer media environment that expands audiences while elevating the visibility of Canadian clubs, players and national teams. It positions global competitions as part of a connected ecosystem that grows the overall soccer audience in Canada while strengthening the profile of the domestic game.

Through documentaries, shoulder programming, player-led features and multi-format digital storytelling, CSME will build recognizable stars, deepen fan engagement



and enable soccer in Canada to remain visible and culturally relevant within the wider sporting and global industry.

**Expand multi-platform access to the game:**

Increase the reach and accessibility of soccer in Canada across linear television and OTT streaming, ensuring fans can easily find and follow the game. By supporting broader distribution opportunities for soccer rights in Canada — including expanded linear television availability — CSME will help make soccer more accessible to both core supporters and new audiences.

CSME will continue working closely with mainstream media outlets to support a broader presence for soccer across the Canadian media landscape. Alongside these partnerships, CSME will continue investing in the growth of its own digital and social platforms to deepen direct engagement with fans across both traditional and emerging media environments as audience habits continue to evolve.

**Build the brands of soccer in Canada:**

Strengthen the cultural presence of soccer in Canada by elevating the profile of its competitions, clubs and players beyond match coverage. By amplifying Canadian soccer across entertainment platforms, commercial partnerships and mainstream media environments, CSME will help ensure the sport reaches new audiences and becomes part of the broader cultural conversation.

This includes working with existing premium brands to create moments that extend beyond the field. By cementing recognizable players, clubs and competitions as enduring symbols, fan connection will deepen and strengthen the long-term commercial potential of soccer in Canada.



**Commercialize with Purpose  
Maximize the commercial value of Canadian soccer:**

Unlock diversified, recurring revenue streams across soccer in Canada by coordinating the commercial assets of the ecosystem — including the CPL, PSLC, and Canada Soccer's National Teams. A broadened partnership with Canada Soccer introduces new licensing and merchandise opportunities, complementing CSME's existing commercial platform and creating a more complete offering for partners, who can engage with the game at scale while ensuring the value created supports clubs, competitions, national teams and player development pathways across the domestic soccer ecosystem.

**Build a unified digital hub for soccer in Canada:**

Through Canadian Soccer Central, create a connected digital environment that brings together engagement, fandom, content and commerce from across soccer in Canada. By integrating media, fan engagement, merchandise, ticketing opportunities and data insights within one platform, CSME can strengthen the relationship between fans and the

game while creating new avenues for commercial growth.

This hub will help simplify how supporters discover, follow and engage with soccer in Canada. Over time, the platform will support deeper fan insights, more personalized experiences and new opportunities for partners to engage audiences across the industry.

### **Create strategic partnerships that grow the game**

Develop long-term partnerships with brands that see Canadian soccer as a platform for cultural relevance, innovation and community engagement. These relationships will extend beyond transactional sponsorship into deeper collaboration, combining media exposure, marketing investment and fan activation to help grow the industry alongside the partners who support it.

CSME will work with partners to amplify soccer in Canada — including Canada Soccer's National Teams, the CPL and PSLC — across national campaigns, retail environments and digital platforms, extending its reach beyond matchdays and into everyday sports and cultural life. By aligning sponsorship with partner marketing investment and storytelling, CSME can help expand the audience for the sport, deepen fan engagement and generate sustainable commercial support for clubs, competitions and Canada Soccer's National Teams.



### **Scale the Organization Strategically expand the professional game**

Expand the CPL through a disciplined growth strategy designed to strengthen the domestic game while building long-term enterprise value. Expansion will prioritize markets with strong community support, committed ownership groups, viable stadium solutions and alignment with municipal partners, ensuring clubs are positioned for sustainable success. Through a structured and data-informed approach to market selection, infrastructure development and investor partnerships, the CPL will grow its footprint nationwide while creating the flexibility to evolve its competitive structure over time, including the potential introduction of additional professional tiers as the system matures.

Alongside the growth of the CPL, CSME will continue expanding the footprint of the PSLC and supporting the development of new provincial league structures and clubs across the country, strengthening the overall pathway for players and communities.

### **Position CSME as an investable growth platform**

Structure and communicate CSME's hub to attract Canadian and international strategic and institutional investment partners who want to participate in the broader growth of the organization and the sport in Canada. This includes preparing the organization

and its core assets to support long-term capital participation that can help scale the platform, strengthen its commercial capabilities and accelerate the development of the competitions it supports.

CSME will also support opportunities for new ownership groups to invest in existing clubs and future franchises. As the professional industry continues to grow, the governance and ownership structures of the leagues and platforms CSME supports may evolve to enable new forms of investment participation, strengthening the long-term sustainability and competitiveness of the domestic game.

**Build a repeatable model for global soccer growth**

Build the internal capabilities required for CSME to operate as a leading sports,

media and commercial platform. CSME will continue strengthening expertise across media, commercial partnerships, digital platforms, data, fan engagement and league operations to support the continued growth of the ecosystem.

By attracting top industry talent and fostering a high-performance environment, CSME will ensure it has the leadership, operational capacity and strategic discipline required to support the long-term development of the competitions and partners it works with.

These capabilities will be built to be scalable and repeatable, enabling CSME to extend its model into new markets and regions, and apply its approach to the development of soccer ecosystems globally.





# TURNING MOMENTUM INTO LEGACY.

Through its work advancing this vision, CSME aims to help leave lasting foundations that support the continued growth of soccer in Canada.

While moments like the 2026 FIFA World Cup will accelerate interest in the sport, the true measure of success will be what remains long after it passed.

Four outcomes will ultimately define our legacy.

## **Stronger Commercial Foundations for soccer in Canada**

CSME will help strengthen the long-term commercial foundations of soccer in Canada by driving revenue of the whole game across sponsorship, media, licensing and fan commerce.

The 2026 FIFA World Cup presents a unique opportunity to accelerate audience growth and global visibility for the sport in Canada, but CSME’s objective extends well beyond the tournament itself. As interest in the game continues to grow, CSME will convert rising fan engagement into sustained investment across Canada Soccer’s National Teams, the CPL and PSLC.

By coordinating and expanding these commercial platforms, CSME will increase new audiences, partners and revenues to support the long-term sustainability of clubs, competitions and player development across the Canadian soccer ecosystem.

### **Soccer Established in Canada’s Mainstream Sports Culture**

Through its role as a media rights holder, content platform and commercial partner, CSME will help position soccer as a permanent part of Canada’s mainstream sports and cultural conversation.

By coordinating and distributing the media rights for Canadian soccer properties — including Canada Soccer’s National Teams, the CPL and PSLC — CSME will work with broadcasters, digital platforms and media partners to expand the visibility and accessibility of the sport across the country.



Alongside this rights strategy, CSME will continue building a broader soccer media ecosystem that connects Canadian competitions with the international game. Together, these efforts will help ensure soccer remains visible, relevant and compelling year-round.

### **A Strong Domestic Professional Platform for soccer in Canada**

CSME's work establishing and developing the CPL helped create an important piece of Canada's modern soccer infrastructure. At the time Canada pursued the 2026 FIFA World Cup bid, the country lacked a national men's professional league. The CPL was created to address that gap and strengthen Canada's credibility as a host on the global stage.

Today, the continued growth of the CPL alongside the expansion of PSLC forms an increasingly strong domestic platform for the professional game. Together, these competitions create opportunities for players, coaches and clubs while connecting communities and supporters to the sport across the country.

As interest in soccer continues to grow following the World Cups, this domestic platform will continue to evolve in both scale and sophistication. A key part of that progression is the development of a more active and structured domestic transfer market, creating greater mobility for players, new pathways for development and exportation, and additional mechanisms for clubs to generate and reinvest value.

Over time, this will be critical to strengthening the overall ecosystem and better integrating Canadian soccer into the global game.

### **Enduring Infrastructure Legacy Across the Ecosystem**

One of the most significant constraints on the growth of soccer in Canada has been the lack of modern soccer infrastructure across the country. Addressing this challenge will require collaboration across the entire ecosystem.

CSME will work constructively with partners across the sport and with governments to support investment in the facilities and environments needed for the game to grow, including stadium infrastructure, training environments and community facilities that support high performance.

By aligning the commercial momentum of the sport with broader infrastructure priorities, CSME can help contribute to a more coordinated national effort to expand soccer's physical foundations and support the long-term growth of the game across Canada.

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**Together, these outcomes represent the lasting impact CSME's Vision seeks to deliver in support of soccer in Canada. CSME's work aims to ensure the momentum surrounding soccer in Canada today becomes lasting progress for the generations that follow.**