

CENTRAL ALBERTA SOCCER ASSOCIATION
2025 ANNUAL GENERAL MEETING
(Draft Only)

DATE: **Wednesday, November 26, 2025**

LOCATION: **Hybrid Meeting Virtual / In-Person – Lacombe Performing Arts Centre, Lacombe, AB**

Meeting Called to Order: 6:30 pm

Present: **EXECUTIVE - President** – Tracy Everett, **2nd Vice President** – Rob McArthur
Treasurer- Darla Preston, **Director-at Large 1** – Andrew Vanderburg, **Director-at-large 2**-
Tanya Breitkreutz
STAFF: Executive Director -Tammy Olson, **DRA**- Philip Ignacio

Voting Members: Bashaw – Jackie Gibson
Bentley – Allison Brink
Blackfalds –Marcia Arneson
Camrose – Grace Doucet
Central Alberta Men’s League – Andrew Hollingworth
Innisfail – Sarah Verburg
Lacombe – Jeff Mason
Penhold – Bart van der Loop
Ponoka- Matt McArthur
Rimbey – Kimberley Rode
Rocky Mountain House – Amanda Parsdis
SC Central – Marcelo Lima
Spruce View – Alyssia Stahl
Stettler – Wade Stewart
Sylvan Lake – Kevin Breitkreutz
Wetaskiwin – Simon Kelm
The Dome (Associate Member) – Noah Welch

Not Present: Clive

- 1) Call to Order. The meeting was called to order by President (T. Everett)
- 2) Agenda – a motion was made to accept the agenda – Sylvan Lake (K. Breitkreutz) 2nd by Penhold (B. van der Loop). **All in favour. CARRIED**
- 3) Roll Call: Roll call was taken with voting members noted above. Sixteen of Seventeen members present. Quorum met. Voting rights have been amended removing the member not attending from the voting roll.
- 4) Conflicts of Interest confirmed – The President is currently assisting the Executive Director as temporary staff after the loss of two staff members in 2025. New staff members have not yet been hired
- 5) President’s Opening Remarks- (T. Everett) – Presidents Report attached
 - o 2025 was another good year financially as well as Player Registration. We have faced many challenges as well but have held strong. Despite the loss of one full time staff member and one part-time, the District has continued to operate as smoothly as possible. I have been in the roll only since July with the resignation of the President – J. Mulder. This was a very successful outdoor season for CASA. Our goal is the continued growth of our District. We can continue to grow with open communication and accountability from all of the Executive Board as well as the Membership. Two committees have been formed since our July Special General Meeting, a by-law committee and a hiring committee to recruit and interview potential new staff members. Thank you to everybody for all the hard work and dedication you have put in and to all the volunteers, past and present. We look forward to the new year.

- 6) Review of Minutes of 2024 Annual General Meeting.
 - No Errors or Omissions Noted
 - No Business arising.
 - Bentley (A. Brink) moved that the minutes be accepted as presented. 2nd by Spruce View (A. Stahl). **CARRIED**
- 7) **League Report** – Full Report – attached – T. Olson
 - CASA Leagues are showing great promise, both the Indoor and Outdoor Leagues have experienced growth in an increased number of teams participating. Indoor and Outdoor both seen participation from teams from outside of CASA. Outdoor – Red Deer and Pigeon Lake (Battle River Soccer), Indoor – Red Deer.
 - We have seen a consistent rise in the number of girls participating as well which is positive for the future of CASA. Indoor 2024-2025 season saw CASA's first ever Girls divisions in Indoor. The 2025-2026 Indoor Season has seen the addition of even more girls' teams.
 - Our Adult Co-ed League which began in the 2023-2024 Indoor Season had experienced some issue establishing themselves but have now gained momentum and have created another opportunity for soccer players in Central Alberta.
 - The Men's League has undergone notable expansion for this current Indoor Season progressing from two divisions to three.
 - CASA teams had great success at the provincial level and tournaments. This year our teams brought home three provincial Gold Medals and one Bronze, competing at the Tier 4 and Tier 2 Divisions. Although Tier 3 teams were unsuccessful in winning medals, our teams made a great showing placing in the top 5 in every division they were declared for. Congratulations to the teams. CASA teams representing us at the Provincial level hailed from several communities in CASA – Lacombe Panthers, Camrose Vikings, Bently Big Horns, Ponoka Sotmr, SC Central and Stettler FC.
 - CASA Hosted several events during the 2024-2025 Indoor Season – Provincial Qualifying, U9 Year End Festival, League Playoffs. Outdoor 2025 – Provincial Qualifying, U11 District Challenge and U9 festival. Thank you to Camrose for hosting these events. These events provided valuable competitive opportunities for our teams and attributed to the continued development of youth soccer within our district.
 - Our Clubs continue to host successful tournaments of their own – Camrose Night Classic, Wetaskiwin Spirit Cup, Rimbey Rush U11 Tournament and Bentley Big Horns U9 Tournament. 2025 seen the addition of the Lacombe Soccer Showdown.
- 8) **Referee Report** – **(FULL REPORT-attached)** District Referee Assistant -DRA- (P. Ignacio)
 - An increase in certified Referees from 158 to 193. Continued growth in this area as we re-build referee numbers.
 - The dedication of our referees, the success of our hosted events, and the steady participation in certification and renewal programs all serve as a testament to the strength of CASA's referee program.
 - CASA hosted a total of 11 Referee courses during the 2025 Outdoor Season, attracting participation from within CASA and neighboring Districts including EMSA, Battle River, Calgary, Tri-County and Red Deer City Soccer. We hosted three Mini Referee Course, five Entry Level and three outdoor Refreshers.
 - Future focus on both mentorship, referee development and retention. We currently have 1 Regional Referee, 61 District Level Referees, 53 Youth Referees and 107 Mini Referees.
 - Travel distances between communities make it challenging for existing mentors to attend matches and observe new officials in the early games. It is the recommended that we address this perennial issue. CASA should prioritize the training and certification of additional mentors and I am presently working with Alberta Soccer and Referee their leadership to provide a mentorship course for our senior referees and ideally one within each community or region. Developing a local mentorship network can ensure timely and consistent feedback for our new referees, and reduce travel demands on our current mentors.

- Philip continues to represent CASA at the Provincial Level attending Alberta Soccer DRA Meetings throughout the year.

9) **Budget Report -- (FULL REPORTS -attached) D. Preston (Treasurer) – T. Olson (Executive Director)**

- **D. Preston** – CASA will continue with its ongoing effort to identify and develop new revenue streams. The objective is to generate sufficient revenue to maintain the current fees for our participants, thereby promoting accessibility and financial predictability for our members as well as providing more programming. Cost cutting measures should also be undertaken in our development programs specifically finding, if possible, facilities for hosting at a lower cost.
- **T. Olson** – Our current budget and fee structure reflect that CASA will strive to not increase our player fees moving forward.
- CASA hired an independent Accountant (Strategis LLP – Carlo Simonot) to do a two year review of our finances, the report was presented to the membership. It was a favorable report with some minor recommendations.
- In the 2025 budget CASA levied the \$4.00 per player increase to all Provincial Soccer Organizations from Canada Soccer which is passed onto the districts. Alberta Soccer collected \$2.00 per player starting Outdoor 2025. An additional \$1.00 per player Outdoor 2026 and \$1.00, Outdoor 2027. The money collected has been held in reserve so when the 2026 increase come from Alberta Soccer, CASA will use those reserves to the additional \$1.00 per player to Alberta Soccer, allowing us to not further increase our per player fee.
- Our organization will be actively searching for both sponsorships and fundraising opportunities as well as other revenue streams.
- Cost saving will also be a priority
- CASA switched banks at the start of 2025 to Servus Credit Union from Scotiabank we have seen a decrease in overall lower fees along with Profit sharing.
- We were able to secure a lower fee for the Directors and Officers Insurance, which is a requirement.
- The addition of new staff members is vital to the continued smooth operation of our District, the hiring committee has been actively working towards this goal.
- Budget and 2026 CASA Price list presented to the membership. Previously shared with the Membership via email in advance of the meeting.
- Discussion
 - Rimbe (K. Rode) – Question – does the budget reflect that Camrose will be leaving CASA in 2026?
 - T. Olson stated that CASA has not received an official notification from with Camrose Soccer or Alberta Soccer that one of our clubs would be leaving the District to go elsewhere. Camrose Soccer representative (G. Doucet) confirmed that this was their plan, although they had not yet met with Alberta Soccer, that meeting was slated for the following week.
 - A discussion of this matter and the currently presented budget occurred at this time
 - The Executive Director (T. Olson) and Treasurer (D. Preston) explained to the membership that they felt it would not be fiscally irresponsible to create a budget taking into account something that has not yet occurred.
 - A discussion on specific line items was held.
 - **Rimbe (K. Rode) – Motion:** *"The currently presented budget be tabled and the Executive Director and Treasurer create a new budget to be presented at the Special General Meeting that was called for December 17, 2025."* **Seconded: Spruce View (A.Stahl). CARRIED** (12 in favour- 1 abstentions- 2 opposed)
 - The Executive Director has been tasked with creating a new budget reflecting the removal of Camrose Soccer from the District. To be presented to the District no later than one week from today's date.

10) Bylaw Committee Presentation – Director-at-large 2 (T. Breitkreutz)

- A presentation of the recommended changes compiled by the Bylaw committee.
 - Reverting to the proper wording of the bylaws to reflect that CASA is a governance Board with elected officials and a Board of Directors (the membership representatives) who vote on Rule Changes, budget and Bylaw changes)
 - Adding an additional Director-at-large to better serve the needs of our growing district.
 - To ensure our membership is better represented at the district, the elected officials should be from different organizations or non-affiliated.
 - The membership had not received the updated bylaw recommendations in the required minimum of 21 days on advance of the AGM so no vote will be held. The bylaws and revised budget will be voted on at the December 17, 2025, Special General Meeting.

11) Election

Election Chair- T. Everett (President of CASA)

Andrew Vanderburg resigned from his position as Director at large 1

Positions to be elected – 1st Vice President, Director at Large 1

Lacombe (J. Mason) questioned why the election did not include the following positions – President and Director-at-large 1. Discussion – These positions were elected at the July 23, 2026, Special General Meeting (see minutes). The positions were not appointed but elected as agreed by the membership in a vote, to finish out the terms of the elected officials who has resigned.

Motion: President (T. Everett) *“The membership ratifies the appointment of Rob McArthur who was appointed by the CASA Executive to the vacant 2nd Vice President position. ”*

1st Vice-President

Andrew Vanderburg nominated by SC Central (M. Lima)

Andrew Vanderburg accepted the nomination.

Andrew Vanderburg elected 1st Vice President by acclamation.

Director-at Large 2

Philip Ignacio nominated by Sylvan Lake (K. Breitkreutz)

Philip Ignacio accepted the nomination.

Philip Ignacio elected Director-at-large 1 by acclamation.

MOTION TO ADJOURN MEETING – Sylvan Lake (K. Breitkreutz) 2nd by Lacombe (J. Mason)

MEETING ADJOURNED AT: 8:37 pm

Next Meeting: Spring Planning-Technical – February 2026

Reports Attached

League Report

Referee Report

Budget Report

2024-2025 Annual League Reports – T. Olson (Executive Director and League Administrator)

The CASA Leagues are showing great promise

Both our Outdoor and Indoor Leagues have experienced an increase in the number of participating teams. Notably, we have attracted clubs from outside of CASA to join our competitions in both the Indoor and Outdoor seasons. Teams from communities such as Pigeon Lake, Crossfield, and Red Deer have registered to participate in our leagues, reflecting our expanding reach and appeal.

During the Outdoor 2025 season, we successfully organized Tier 3 leagues for U11 and U13 Boys as well as U13 Girls. We have also observed a consistent rise in the number of girls teams over the past few seasons, highlighting the growing interest and involvement in girls' soccer.

The Indoor 2024-2025 season marked a significant milestone with the introduction of our first-ever girls divisions for the Indoor League. This development signals a promising future for our girls' program. Furthermore, the 2025-2026 Indoor season is already proving to be equally successful for our girls' teams, reinforcing the positive momentum in our efforts to support and grow girls' soccer within CASA.

The 2024-2025 season saw the introduction of the Indoor Adult Coed League, representing a new opportunity for adult participants within CASA. While the league initially faced challenges in establishing itself, it has since gained momentum and is now experiencing success as participation and interest grow.

Additionally, the Central Alberta Men's League has undergone notable expansion during the Indoor season. This league has progressed from two divisions to three, reflecting increased engagement and growth among its teams.

Success for Our Teams at the Provincial Level and Tournaments

CASA teams have continued to represent our District with distinction at both the provincial level and in various tournaments throughout the season. This year, our teams brought home a total of three Provincial Gold medals and one Bronze, competing at Tier 4 and Tier 2 Levels of Play. Although the Tier 3 Level garnered no medals, our teams made a great showing there as well, placing in the top 5. The teams representing our District hailed from several communities within CASA, including the Lacombe Panthers, Camrose Vikings, Bentley BigHorns, Ponoka Storm, SC Central, and Stettler FC.

In addition to their success at provincials, numerous CASA teams participated in tournaments across the region, consistently delivering strong performances and demonstrating sportsmanship and skill.

We also hosted several major events during the Outdoor season. Among these were the Outdoor Provincial Qualifying Tournament, the U11 District Challenge, and the U9 Festival, which were graciously hosted by Camrose Soccer. These events provided valuable competitive opportunities for our teams and contributed to the continued development of youth soccer within our District.



2025 Central Alberta Soccer Association (CASA)

District Referee Assistant Report

Presented by: Philip Ignacio, District Referee Administrator (DRA)**

1. Overview

The 2025 season for Central Alberta Soccer Association (CASA) reflected steady growth and continued investment in referee development. Both the outdoor and indoor programs demonstrated encouraging participation, successful certification courses, and a positive return rate among officials across all levels.

2. Outdoor Referee Development and Certification

During the 2025 Outdoor season, CASA hosted a total of **11 referee courses**, attracting participants from within our district and neighboring associations including Edmonton, Battle River Soccer, Calgary, Tri-County, and Red Deer City.

Breakdown of Courses Hosted:

- **Mini Referee Courses:** 3 sessions – 78 registered participants
- **Entry Level Courses:** 5 sessions – 71 registered participants
- **Outdoor Refreshers:** 3 sessions – 44 registered participants

Total Participants: 193 referees trained or refreshed during the outdoor season.

3. Referee Certification Summary (Outdoor 2025)

CASA achieved a total of **222 certified referees** within our district — a **7% increase** over the 2024 season (previous total: 155).

Certification Levels:

- 1 Regional Referee
- 61 District Level Referees
- 53 Youth Referees
- 107 Mini Referees

This growth reflects ongoing grassroots engagement and strong interest in referee development, especially at the Mini and Youth levels.

4. Returning and Upgrading Referees

A number of referees from the 2024 cohort returned, with many advancing to higher certification levels:

- **Regional Level:** 1 returning
- **District Level:** 48 returning (16 upgraded from Youth)
- **Youth Level:** 53 returning (24 upgraded from Mini)
- **Mini Level:** 49 returning referees

This upward mobility within the referee pathway highlights CASA's success in retention and mentorship across categories.

5. Indoor Referee Development (2024–2025 Season)

While data for the **2025–2026 indoor season** is still being collected, the 2024–2025 indoor program maintained consistent engagement.

Course Summary:

- **Fall Entry Level Course:** 6 new referees certified
- **Indoor Conversion:** 1 referee transitioned to indoor officiating
- **Indoor Refresher:** 14 referees completed refreshers

CASA continues to support the growth of the indoor officiating program, ensuring year-round opportunities for referees to maintain their skills and certification status.

6. Events and Milestones

- CASA successfully collaborated with multiple districts to provide access to training opportunities across Central Alberta.
- Continued development of mentorship and upgrading pathways, especially for Youth referees advancing to District level.
- Strong Mini referee recruitment continues to feed the developmental pipeline for future officials.
- Ongoing commitment to referee retention through communication, education, and recognition.

7. Key Challenges and Recommendations

Challenge:

One of the ongoing challenges within the CASA district is the difficulty in providing consistent mentorship and on-field support to new referees due to the **vast geographical area** of our district. Travel distances between communities make it challenging for existing mentors to attend matches and observe new officials in their early games.

Recommendation:

To address this perennial issue, CASA should prioritize the **training and certification of additional mentors**—ideally one within each community or region. By developing a local mentorship network, we can:

- Ensure timely and consistent feedback for new referees.
- Reduce travel demands on current mentors.
- Strengthen referee confidence, retention, and overall performance.

This community-based mentorship approach would create a more sustainable support structure across the district and enhance the overall quality of officiating.

8. Looking Ahead

Priorities for the upcoming 2026 season include:

- Expanding mentorship for new Entry Level and Youth referees.
- Implementing a community-based mentor training initiative.
- Enhancing retention strategies to maintain growth momentum.
- Strengthening collaboration between clubs and assignors to ensure consistent game coverage.
- Promoting Regional and Provincial upgrading opportunities for qualified referees.

9. Acknowledgements

Special thanks to CASA's leadership, referee instructors, assessors, and club assignors for their ongoing dedication and support in developing officials throughout the district. Their contributions continue to uphold the integrity and quality of officiating within Central Alberta Soccer.

Submitted by:

Philip Ignacio

District Referee Assistant (DRA)
Central Alberta Soccer Association
18-Oct-2025



Central Alberta Soccer Association 2025-2026 Fiscal Year Budget Information and Recommendations

Reallocation of funds

Administration Fee Reallocation

A portion of the Administration Fee will be redirected to support both the Referee Development and Coach/Player Development programs. This financial adjustment ensures that resources are distributed to key areas focused on improving the quality and effectiveness of referees, coaches, and players within the organization.

Additional Budget Allocation Recommendations

League Fee Reallocation

A portion of League fees, (\$2500.00) where there is an excess of funds, will be redirected to support both the Referee Development and Coach/Player Development programs. This approach aligns with the goal of enhancing the quality and effectiveness of referees, coaches, and players across the organization as well as allowing for the new staff to be hired.

Employee Contracts

The budget adjustments outlined above will provide coverage for new employee contracts across all departments, supporting the organization's staffing needs.

Temporary Administrative Assistant Position

In response to organizational staffing needs, the membership has approved the temporary employment of an Administrative Assistant to support the Executive Director at \$1,500.00 per month. This measure is intended to provide interim assistance until permanent staff can be recruited and onboarded. The salary and related expenses for this temporary position have been allocated from the 2024-2025 fiscal year budget, ensuring that the Executive Director receives the necessary support during the transitional period.

Financial Review Engagement

CASA has engaged an accountant, Carlos Simonot from Strategis LLC, to conduct a comprehensive financial review of the organization's accounts and practices. This review is scheduled to be performed biennially, ensuring that financial oversight and transparency remain consistent and thorough.

Upon completion, the findings and recommendations from the financial review will be formally presented at the Annual General Meeting. This process is intended to provide members with clear insight into the organization's financial status, support informed decision-making, and maintain accountability in fiscal management.

Staffing Update: Director of Referees Position

Concerns have been raised regarding the compensation offered for the Director of Referees position. The advertised salary of \$24,000.00 is considered insufficient for the scope of duties required in this role. The renumeration amount was recommended by the hiring committee.

Both the Director of Referees and the Competitions and Development positions have been actively advertised through multiple channels. These include postings on LinkedIn and Indeed, as well as promotion by Alberta Soccer. Additionally, Alberta Soccer distributed a mass email to soccer organizations throughout Alberta to increase awareness of these opportunities.

Interest in the Competitions and Development position has been strong, with approximately 30 applications received to date. In contrast, there have been no applications for the Director of Referees position, highlighting the impact of the current compensation level on attracting a qualified candidate.

Director of Referees Compensation Adjustment

Following concerns about the adequacy of the salary for the Director of Referees position, a structured approach to compensation review is recommended. An initial trial period will be established to accurately assess and determine the number of hours required for this role. Upon completion of the trial, it is proposed that the annual compensation for the Director of Referees be increased to \$32,000.00.

This adjustment has been thoughtfully evaluated and included in the organizational budget, subject to approval by the membership. The aim of this recommendation is to ensure the salary for the position is competitive, aligns with the scope of responsibilities, and meets the expectations associated with the role. By doing so, the organization intends to enhance its ability to attract qualified candidates and resolve ongoing recruitment challenges related to this position.

Executive Director Contract Adjustment

The Executive Director's contract will be increased by 5%, reflecting the two-year Cost of Living Index for Canada. It should be noted that no increase was provided last year, making this adjustment necessary to remain current with cost-of-living changes.

The current approach to the Executive Director's contract has required annual renewal. The recommendation is to establish a minimum two-year term for this contract, which would provide greater stability and continuity for both the Executive Director and the organization.

An annual review should be incorporated into the contract framework to ensure ongoing accountability and performance evaluation. Additionally, it is advised that the contract include a built-in cost-of-living adjustment to reflect changing economic conditions and maintain fair compensation over time.

Finally, the contract should be rewritten so that its terms and structure are consistent with other contracts that the organization has created, ensuring alignment and uniformity in contractual practices.

Adult League Fee Structure and Financial Considerations

The Men's League currently operates under a fee structure that does not allow the program to break even. This situation is not a result of the organization's internal management but rather stems from the manner in which Alberta Soccer invoices adult participants. Specifically, adult players are required to pay an annual fee to Alberta Soccer, in contrast to youth players, whose fees are divided and charged per season. This annual fee approach was determined by the membership of Alberta Soccer.

The requirement for a once-per-year fee introduces unique challenges for the organization. It necessitates a level of trust in Men's League participants to accurately report their playing history. In cases where an adult player registers with the District for the first time and claims to have played outdoor soccer with another organization, the District has no reliable mechanism to verify this information in advance.

Additionally, the adult leagues in Alberta do not utilize the RAMP registration system, which further complicates the verification process. In comparison, adult leagues in other jurisdictions charge a set fee per player each season and do not employ separate fee structures. This difference in administrative practice contributes to the financial and operational difficulties experienced by the Men's League.

Men's League Fee Structure Recommendation

To address the financial shortfall currently experienced by the Men's League, it is recommended that the organization collaborate directly with the Men's League to develop a revised fee structure for its players. The primary objective of this new structure will be to ensure that collected fees are sufficient to offset the existing deficit and support the program's sustainability.

A better fee model should address the specific challenges of Alberta Soccer's current annual fee system. By working together, the organization and the Men's League can identify practical solutions that align with both operational requirements and participant expectations, ultimately fostering greater financial stability for the program.

Adult League Deficit and Remediation Measures

The significant deficit experienced by the Adult Leagues was partially attributed to an agreement made by the former President with the Men's League. This arrangement was prompted when the Men's League identified that they had incurred costs for players who registered but did not pay their fees or participate in games. In response to these concerns, a credit of \$1,572.00 was issued to the Men's League, with the funds drawn from organizational reserves.

This issue has since been resolved by implementing a new policy: players are no longer permitted to be added to team rosters until their dues have been paid in full. As a result of this adjustment, the organization has eliminated the previous challenges associated with unpaid registrations.

The Indoor Coed League also operated at a deficit. As a newly established program, the league experienced initial challenges during its development. To address these concerns, the organization increased the league fee and reduced the number of games in the schedule, resulting in improved financial management for the program.

Financial Planning and Fee Management Initiatives

Reallocation of Funds and Rate Stabilization

The organization has committed to reallocating existing funds without imposing any increases for a guaranteed period of two years. It is anticipated that participant numbers will remain stable during this timeframe, with no significant fluctuations. To prepare for future obligations, CASA will be purchasing a Guaranteed Investment Certificate (GIC) using the funds collected in anticipation of the increase in fees from Alberta Soccer, which are to be paid to Canada Soccer. Specifically, there will be an additional one dollar charge this fiscal year, with another increase of one dollar scheduled for 2027.

Adult League Fee Structure Improvements

Efforts are underway to develop a more effective fee structure for the adult leagues to prevent financial losses. The goal is to create a system that ensures sustainability and financial stability for these programs. As part of this initiative, all adult league participants will be required to provide a receipt their payments to other

Alberta jurisdictions, for the Outdoor Season when registering for the Indoor season, enhancing transparency and accountability.

Income Projections and Membership Concerns

Concerns raised by the membership last year regarding income projections have been addressed. The projections were found to be accurate, and the actual income was higher than originally predicted, reflecting improved financial oversight.

Program Revenue and Development Considerations

Although recommended fundraising activities and the summer camp did not take place, resulting in unrealized revenue for the Development program, other positive outcomes were achieved. The Referee Department generated income by hosting referees from other jurisdictions who participated in and paid for courses. The fee charged for these courses was set slightly above the rate charged by Alberta Soccer. There is potential to increase this rate further to offset additional costs, thereby allowing local referees to benefit more directly.

Cost-Saving Measures for Training and Facilities

Additional cost-saving strategies have been identified, such as running referee and coach courses exclusively at schools or other less expensive venues. Furthermore, a recommended cap of \$300.00 rental rate per facility will be established for facility rental reimbursement, and reimbursement for snacks and water will also be provided and reimbursed by CASA. These measures are designed to optimize spending while supporting program effectiveness.

Technical Equipment Requirements and Allocation

The organization has determined that no new equipment purchases will be necessary this year. This decision is based on the acquisition of new computers over the past two fiscal years, which has adequately met current operational needs. Specifically, computers were purchased for the Executive Director, the Referee Department, and the Director of Soccer Operations. The computer originally allocated to the Director of Soccer Operations has since been returned to CASA and will now be utilized by the Competitions and Development Director. This approach ensures effective use of resources and maintains support for key personnel without incurring additional costs.

League Recommendation for Indoor Season

It is recommended that CASA teams participating in the Indoor CASA League have their declaration fees for Provincials covered by League fees as it has always been for the Outdoor leagues. This approach ensures consistency across both Indoor and Outdoor programs, streamlining administrative procedures and maintaining fairness for all participating teams.

Referee Department Operations and Position Clarification

With the recent hiring of a Director of Referee Operations, the previous honorarium for the Assistant District Referee Assistant (DRA) will be eliminated. This change will result in approximately \$2,700 being reallocated to the budget, allowing for more efficient use of financial resources.

Volunteer Role of the District Referee Assistant (DRA)

It is important to clarify the role and appointment process of the DRA. The DRA is an Alberta Soccer-appointed position, selected with input and recommendations from the District when the current DRA intends to step down. This position is required and reports directly to the Alberta Soccer Association.

The primary duties of the DRA include participating in Alberta Soccer committees, attending regular meetings with Alberta Soccer, and providing local referees with the necessary support and information. This ensures

that referees are well-informed and supported in their roles, contributing to the overall effectiveness of the referee program.

The District Referee Assistant (DRA) position is a volunteer role within CASA and Alberta Soccer. Approximately 15 years ago, the CASA Board of Directors (Membership) recognized the considerable commitment and responsibilities associated with this position and voted to provide an annual honorarium. While the position remains volunteer-based, this financial recognition acknowledges the extensive duties performed by the DRA. Among the many duties managed behind the scenes, the DRA is responsible for overseeing player discipline related to game infractions, ensuring fair play and maintaining the integrity of CASA competitions, leagues and Outdoor Provincial Qualifying as well as CASA hosted Provincial competitions, creating programming to foster coach understanding of the rules and their application.

The expense for the DRA honorarium remains included in the annual budget.

District-Wide Player Development Program for Grassroots Players

Since February 2024, CASA has not hosted any district-wide Player Development programs for Grassroots Players in the U9-U15 age groups. During this period, program efforts and resources were redirected towards the advancement of elite players in Tiers 1, 2, and 3. This strategic shift resulted in limited use of Player Development funds for these initiatives, as the elite player program became self-supporting after its initial season. Consequently, a portion of CASA's financial reserves can be attributed to these cost savings.

To ensure balanced player growth and development across all levels, it is recommended that CASA reinstates the Development Program specifically targeting the U9-U15 age groups. This renewed program should include both player and keeper clinics, providing comprehensive development opportunities for all grassroots participants within the district.

There will be no additional charge for players attending these clinics, as the costs are already included in their registration fees. To ensure the continued success and accessibility of these programs, it is essential to identify and implement cost-saving measures wherever possible. A budget of \$9,000.00 has been allocated to support the operation and success of these development initiatives. The CASA United program will continue to run for those who wish to compete throughout the summer season in all levels of play including Tier 1, 2 and 3 after their Club Tier 4 season is completed, running on funds generated by the program with support from the Player Development funds of \$2,000.00 as it is directed at a small pool of players.

CASA is committed to enhancing the Player Development Program for grassroots players by actively seeking sponsorship and fundraising opportunities. These initiatives aim to supplement existing resources and provide expanded opportunities and support for all participants. By engaging community partners and pursuing fundraising efforts, CASA will be able to offer additional benefits to players, further strengthening the program's impact across the district.

It should be noted that hosting the programs during the indoor season will incur higher costs, primarily due to facility rental fees, this is why the money is allocated for the full fiscal year and not per season. To manage staffing expenses, it is recommended that CASA maintains its previous budget allocation for program staff, set at \$25.00 per hour plus mileage, and \$30.00 per hour plus milage for the C-License Coach.

CASA benefits from a strong pool of talented coaches. Program oversight should be provided by a C-License Coach, with additional support from other trained coaches. This approach will provide meaningful development opportunities for both players and coaches, fostering growth and learning throughout the organization.