



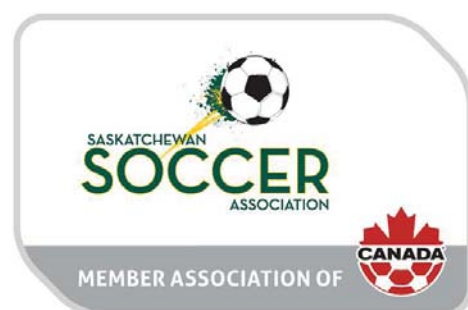
2014 ANNUAL REPORT





TABLE OF CONTENTS

Itinerary.....	1
Annual General Meeting Agenda.....	2
Board of Directors.....	3
Recognition.....	4
Staff.....	5
Canadian Soccer Association.....	6
President's Report.....	9
Audit and Finance Committee Report.....	10
Nominations Committee Report.....	11
Risk Management Committee Report.....	13
Strategic Planning Committee.....	14
Governance Committee Report.....	15
Executive Director's Report.....	16
Registrar's Report.....	20
Election Candidates- 2015 Board of Directors...	23
2014 Annual General Meeting Minutes.....	24
By-Law Amendments.....	27
CSA Principles of Good Governance.....	30
2014 Audited Financial Statements.....	32



2015 Annual General Meeting Itinerary

Tropical Inn, 1001 Highway 16, North Battleford, SK S9A 4B5

Saturday, March 21st, 2015

- 9:00 a.m. Registration and Welcome
- 9:30 a.m. Education Sessions
- 11:45 a.m. SSA Appreciation Luncheon
- 1:00 p.m. Annual General Meeting Registration
- 1:15 p.m. 2015 SSA Annual General Meeting
- 6:00 p.m. Reception
- 7:00 p.m. Banquet
- 8:15 p.m. 2014 SSA Recognition Awards

Sunday, March 22nd, 2015

- 9:00 a.m. – 4:00 p.m. – Member Education – Formal Complaints & Appeals
- 9:00 a.m. – 12:00 p.m. – Meeting of SSA Board of Directors



NAIG U16 Boys



NAIG U18 Boys

Annual General Meeting Agenda

Saturday, March 21st, 2015 - Tropical Inn, North Battleford, SK

1. Call to Order
2. Greetings from the President
3. Roll Call
4. Approval of the Agenda
5. Approval of the 2014 Annual General Meeting Minutes
6. Messages from the Canadian Soccer Association
7. Messages from SSA Leadership
 - a. President
 - b. Reports of the Standing Committees
 - c. Executive Director
 - d. Strategic Plan Update
8. Messages from Sask Sport
9. 2014 Audited Financial Statements
10. Appointment of Auditors for 2015
11. Amendments to the By-laws
12. Appointment of Life Members
13. Election of Directors and Officers
14. Unfinished Business
15. New Business
16. Adjournment



Recognition

SSA Life Members

Doug Knott	Dale Perry
S. W. Magill	Bob Rohachuk
Allen Bibby	John Leyshon
Henk Koopman	Cedric Gillott
D. Greyeyes	Klaas Post
Andy Sharpe	Ed Horn
Jim Nicholson	Percy Hoff
Esther Dupperon	Bob Maltman
Henk Ruys	Bruce Cowan
Al Day	Ross Wilson
Bill Kerr	Brett Mario
Raymond Jones	Rob Newman
Dave Herbert	Jeannette Kuc
Huw Morris	

SSA Volunteer of the Year Award Winners

2004	Huw Morris
2005	Steve Boodram
2006	John Myrah
2007	Kathy Chisholm
2008	Blair Kardash
2009	Dena Clark
2010	Scott Benning
2011	Lorelee Marin
2012	Norma Ursulan & Ed Halyk
2013	Eldon Basset

David Newsham Award Winners

1985	Henk Ruys	2000	Tom Wieclawski
1986	Doug Knott	2001	Al Day
1987	Cedric Gillott	2002	Bob Maltman
1988	Raymond Jones	2003	Dale Perry
1989	Henk Koopman	2004	Percy Hoff
1990	Bill Kerr	2005	Bob Rohachuk
1991	Not awarded	2006	Jim Nicholson
1992	Ross Wilson	2007	Esther Dupperon
1993	Klass Post	2008	Bruce Cowan
1994	Paul Caves	2009	John Leyshon
1995	David Herbert	2010	Rob Newman
1996	Ken Billows	2011	Brett Mario
1997	Andy Sharpe	2012	Huw Morris
1998	Ed Horn	2013	David Jenkins
1999	David Jenkins		

Saskatchewan Sports Hall of Fame Inductees

David Greyeyes
John Hayes
Henk Ruys
Norman Sheldon
Kevin Holness
Prince Albert City Football Club (1907 and 1939)

Staff

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THE SASKATCHEWAN SOCCER ASSOCIATION (SSA) IS THE DESIGNATED PROVINCIAL SPORT GOVERNING BODY (PSGB) FOR THE SPORT OF SOCCER IN SASKATCHEWAN AND IS A FULL MEMBER OF THE CANADIAN SOCCER ASSOCIATION (CSA). AS SUCH, SSA IS ENTRUSTED BY THE STATUTES OF FIFA AND THE CONSTITUTIONS OF CSA AND SSA WITH THE MANDATE OF FOSTERING, DEVELOPING, AND PROMOTING SOCCER IN SASKATCHEWAN

Strategic Plan

Organizational Outcomes

All participants are given the opportunity to achieve their goals through participation in soccer.

There is a sense of belonging in the provincial soccer community.

Individual's life skills and leadership skills are enhanced through soccer.

Healthy lifestyles are promoted and enhanced through life-long participation in the sport.

Key Success Factors

- ❖ Sport Programming
- ❖ Building Organizational Capacity
- ❖ Growing Involvement and Participation
- ❖ Membership Development
- ❖ Enhancing Relationships



March 3, 2015

Leslie Blyth
President
Saskatchewan Soccer Association
1870 Lorne Street
Regina, SK S4P 2L7

Dear Leslie,

The past year was a pivotal one for the Canadian Soccer Association with the rollout of the new Strategic Plan 2014-2018. After months of consultation with members of the Canadian soccer community from across the country a detailed plan was created outlining the priorities that will guide our decisions and actions as we continue to build towards our goal of becoming a leading soccer nation.

A year on, we've already begun to deliver on that plan. The launch of the Canada Soccer Pathway and Long-term Player Development (LTPD) guide, along with user-friendly coaching materials for the first three stages of LTPD, are evidence that the Canadian Soccer Association is committed to providing technical leadership and aligning all aspects of development at every level of the sport.

This coming year will be a monumental one for our organization. When we welcome the world to the FIFA Women's World Cup Canada 2015™ we will be doing something that's never been done before in our country: hosting a major international competition from coast to coast.

We should all be very proud of where we are now. While there is still much work to be done, as we progress through 2015—a year that also marks the beginning of our Men's National Team's campaign for the 2018 FIFA World Cup™—we hope to make great strides that will get us even closer to becoming the leading soccer nation we know we can be.

Our consistently evolving and improving relationship with our Provincial and Territorial Member Associations will more than ever be instrumental in achieving this vision for the beautiful game in our great country.

Sincerely,

Victor Montagliani
President





REPORTS

President

Audit and Finance

Nominations

Risk Management

Strategic Planning

Governance

Executive Director

Registrar

President's Report

Respectfully submitted by:
Leslie Blyth



Conexus Soccer Jam, Sept. 20th, 2014,
Prince Albert

It has been a privilege to serve as the President of Saskatchewan Soccer Association and as the SSA representative on the CSA Members' Forum this past year. What a year it has been! Together with the members of the SSA, our Board of Directors and the SSA staff, we have worked tirelessly to bring the vision, found in the SSA Strategic Plan, to fruition. There have been many accomplishments and many challenges along the way; however the resolve of the Board has never wavered. Following the policies of good governance, and keeping the goals of our Strategic Plan in mind, we have strengthened our soccer community in Saskatchewan.

Saskatchewan Soccer Board of Directors is a governance board. Members sit on a variety of Governance Committees. The Nominations Committee has created a survey, identifying the skills and diversity needed to help the board achieve the goals of our Strategic Plan. With the support of the residents of our province, the SSA board will achieve the desired balance. The Governance Committee works year round reviewing existing policies and tackling emerging issues. Reviewing potential risks faced by our association is tasked to the Risk Committee. Our strong financial position is due in part to the consistent oversight and strong leadership of the Audit and Finance Committee. The current Strategic Plan comes to an end this year and the Strategic Planning Committee, together with the Board and our membership, will undertake the creation of a new Strategic Plan.

The face of soccer is changing: in our province and in our country. The way in which soccer is governed has improved greatly: integrity is at the center of our SSA Policies and By-Laws. The method in which soccer programs are being delivered is also changing. Players, coaches, and officials are all seeking new and innovative ways to meet their needs. Our Association is providing leadership, and helping our members embrace the numerous strategies being offered and implemented. Innovation is celebrated in the countless stories found in SSA Soccer News each month. The quality of our provincial registration database will bring a new level of communication to our membership. Coupled with our existing strategies, participants will be able to access information about programs, and Saskatchewan Soccer Association will have the ability to reach out to individuals: board members, coaches, parents, players, officials, team staff and volunteers, keeping them up to date. Collaboration is essential. Much strength can be found throughout the membership; no one is expected to reinvent policy or procedure.

We can learn from each other. Sharing knowledge, sharing new ideas: that's the Saskatchewan Soccer way.

Thank you for your dedication to the sport we all share. Thank you for the opportunity to lead Saskatchewan Soccer, and represent our Association at the National level. I look forward to great things in 2015 and beyond.

Audit and Finance Committee Report

Respectfully submitted by:
Leonard Lewko, Chair

The Audit and Finance Committee composed of Kevin Kobialka, Jeannette Kuc, Kristi Baxter, Lisa Bagonluri, Leslie Blyth (ex-officio), Doug Pederson (non-voting) and Leonard Lewko (chair) continued its financial oversight responsibilities throughout the year.

Reviewing

Thanks to a comprehensive review of the internal financial policies and procedures of the Association in previous years, no changes were deemed necessary this year.

Monitoring

The Committee ensured its mandate, by examining the internal financial statements on a monthly basis, and assisting the Executive Director with variance analysis recommendations. Due to close monitoring and fiscal responsibility by the Executive Director and Staff, the Association was able to end the 2014 financial year in a strong financial condition.

Advisory

After receiving responses to a Request for Proposal in 2013, KPMG LLP was selected as the external auditors in 2013. We are nearing completion of the second year with KPMG LLP as external auditors.



2014 U of S Huskies Women – Canada West Bronze Medalists

Nominations Committee **Report**

Respectfully submitted by:
Lisa Bagonluri, Chair

The Nominations Committee is one of the Standing Committees of the Saskatchewan Soccer Association Board. The role of the Committee, traditionally, has been to assist the Board in carrying out its internal governance responsibilities by developing and implementing effective plans and processes for the recruitment, nomination, and orientation of candidates for the Board. The committee has begun to take on a more strategic role in accordance with the Association's Strategic Plan, which is shifting the focus of the committee more towards the growth of available volunteers for Board committees.

The committee members this year were: Lisa Bagonluri (Chair), Len Chelack and Rakesh Kapila. Unfortunately, the terms of Len Chelack and Rakesh Kapila's have to come an end and both intended to run again and therefore, could not participate in the discussion of the slate of candidates to put forward. Leonard Lewko and Ron Miller were asked to participate in a new ad hoc committee to serve this purpose.

Traditionally, the role of the Nominations Committee has been to assess the needs of the SSA Board, in terms of required skill-sets and experience, and to recruit individuals who can help the Board to perform its governance work effectively and efficiently. As the Board has focused on the Strategic Plan, the role of the committee has also begun to focus on building the Association's capacity in terms of ensuring we can capitalize on expert knowledge within the Saskatchewan soccer and business communities to assist with committee work.



U 14 Girls - Aurora Concordes

The Association's Strategic Plan speaks to a number of key success factors including developing a volunteer recruitment, training and retention strategy that will support the Boards need to develop a success plan for leadership for the Association. The Nominations Committee plays a key role; functioning as the recruitment process for potential Directors and Committee volunteers to develop a sustainable leadership development plan to allow the Board to continue facilitating the growth of the game across the province.

A call for nominations was sent to the Association's membership in October and an external recruitment campaign was initiated. This year the committee received three external nominations from the membership, as well as from those for current Directors seeking re-election.



U 18 Girls – QCT United

This year Canada Soccer implemented Requirements for Good Governance that all provinces will need to adopt. The challenge comes from the lack of available volunteers in the soccer community; our current board consisted of members who also have vested interests in our Member Organizations. These members have a vast wealth of knowledge and are extremely valuable to the SSA board but equally valuable at the local level.

The new CSA policy prevents Directors from holding both local and provincial positions. As a result candidates were forced to select one organization to sit on. This now presents an opportunity to foster relationships with new volunteers and to build their involvement with the Association. The SSA Board will continue to look within and outside the membership to fill positions on the standing committees as well as for the available Director spots on the Board. Through one of the Association's key values, Collaboration, it is imperative that the membership, working with the Board, nominate individuals to fill Director, and also key committee positions for the next year.

SSA Board openings at the 2015 Annual General Meeting (March 21, 2015):

- Vice President for a 2 year term
- Seven Directors for 2 year terms

On behalf of the Membership and Board I want to thank Joseph Kaminski, Rakesh Kapila and Jim Kroczyński for their contributions during their time on the SSA Board.



U 16 Girls – Unidad

Risk Management **Committee Report**

Respectfully submitted by:
Steve Boodram, Chair



Conexus
Soccer Jam –
Humboldt, SK

This report outlines the main risk management initiatives undertaken in 2014. Building on the foundations of the Saskatchewan Soccer Associations 2012-2015 Strategic Plan the Saskatchewan Soccer Association Risk Management Committee provided guidance and leadership in the area of Human Resource development; the review of significant Policies and publications assisted the Association in enhancing our relationship with our internal stakeholders (Players, coaches, officials, parents, volunteers and board members).

Risk management was able to provide assistance in the area of membership development by the review of policies and publications by Member Organizations in which roles were defined, responsibilities and expectations for all members of that organization; valued input was provided to those seeking clarification and guidance in those areas.

Through consultations and active research the Risk Management Committee was able to provide guidance in determining if there were or is any real or perceived barriers to participation held by our internal stakeholders and provide guidance in the removal of those barriers.

Risk Management's reviews of both internal and external policies ensured greater continuity and consistency in operations for both of the SSA and its internal stakeholders which addressed the 2012-2015 Strategic Plan priority of building organizational capacity. The same reviews addressed the area of Sport programming where the committee's review guided and supported the development and delivery of programs and services for all clubs, associations and member organizations.

2014 was a comprehensive year seeking to fulfill the requirements of both internal stakeholders and that of the Saskatchewan Soccer Association; the committee was diligent in its assigned tasks.

The 2014 committee was comprised of:

Steve Boodram - Chair of Risk Management
Jim Kroczyński, Ron Miller, Leslie Blyth (Ex-Officio)
Doug Pederson (Non-Voting)

The Saskatchewan Soccer Association's Risk Management committee looks forward to providing assistance once again to our stakeholders and the SSA as a whole in 2015. I wish to thank my committee for the work, time and support that they have provided to the Association and its Member Organizations.



Strategic Planning **Committee Report**

Respectfully Submitted By:

Leonard Chelack,
Vice-President



Saskatoon Arsenal –S4L Masters Champs



HUSA Alumni – SK Open Cup Champs &
Challenge Trophy Bronze Medalists



U of S Huskies Men –
Canada West Champions



Lakeland College Men- Alberta Colleges Athletic
Conference (ACAC) South Division Champions

The Strategic Planning Committee is one of the Standing Committees of the Saskatchewan Soccer Association Board. The role of the committee is to assure that the Strategic Plan, developed in consultation with membership, is front and centre to guide the day to day operations of the association. The Plan continues to guide us to remain focused on enriching lives through the development of positive relationships in soccer.

At the three quarter point planning is underway to facilitate discussions that will lead to a new Strategic Plan being introduced at next year's AGM. We will be implementing a more robust consultation process and a major component that we will expand on from our last planning process is participant engagement, particularly capturing the Youth "voice". As we move forward in the future it is critical that we develop a deeper connection with those the SSA and the Member Organizations serve. The future of the game is in the hands of our young participants; we need to listen to their wisdom and offer them true leadership opportunities. This will be the foundation of our volunteer recruitment strategy. Youth who have been given opportunities to lead in their teenage years will develop the confidence, skills and commitment to give back in their adult years; becoming our organizers, coaches, board members and referees.

Despite many accomplishments this past year and since the Plan was accepted in 2012 we remain vigilant; we understand that there is important work ahead and we are committed to advancing the game to new heights.

One of the more significant components of the Plan remains; to develop an optimal organizational structure to support the growth of soccer. In the past two years this has been a subject of debate among membership and at the Board level. We acknowledge that we need to set a more clear direction working in partnership with our existing Members while finding a way for new members to work alongside complimenting and enhancing the programming we offer our participants. It is important that there be a more clear understanding of roles and responsibilities and future direction.

For the first time in 3 years membership has declined. This challenges the Association to look internally; to take a close look at all levels of operations so that we may serve our existing athletes better, continue to bring new athletes into our soccer community and find ways to keep them engaged, on and off the field, throughout their lifetime. Programs such as Futsal and our Academies are examples of the SSA responding to the new reality of soccer in 2015. We will continue be open to new ways to grow the game and appreciate the input, guidance and support we receive from Membership.

Outside of my role a Chair of Strategic Planning I am active at the CSA level on the Competitions Committee and I attend the CSA AGM each year. I can proudly say that the majority of provinces are envious of the growth of our organization; the quality and dedication of our staff, our governance model and of the programming we offer. Saskatchewan continues to be a small province but we are a very well respected influence nationally. The committee members for 2014 were: Leonard Chelack (chair), Joseph Kaminski, Rakesh Kapila, Jim Kroczyński, Ron Miller, Leslie Blyth (ex officio) and Doug Pederson (non-voting).

Governance Committee Report

Respectfully submitted by:

Ronald Miller, Chair

The Governance Committee is comprised of Leslie Blyth (ex-officio), Steve Boodram, Len Lewko, Jim Kroczyński, Doug Pederson (non-voting) and Ronald Miller (Chair).

The Committee is responsible for assisting the Board in developing an effective model of governance and developing suitable governance policies for the Association. The Committee also assists the Board on various governance issues that arise. An objective of the Committee is to assist the Board, and through it the staff of SSA to be well positioned for the future.

In 2013, Articles of Amendment and By-laws were approved by the membership to position the Association for the future and welcome our entities and participants into the SSA as members. Equally important, these changes ensure that the SSA is in compliance with Sask Sport expectations. The Committee continues to support the Board with the implementation of those changes.

On behalf of the Board, the Governance Committee monitors changes that are anticipated or implemented at the CSA level which may impact the governance of SSA. In 2014, CSA completed a governance review, and have issued a statement of Principles and Requirements of Good Governance which each member organization of CSA must adopt and implement. A copy is included in this report package. The Governance Committee has reviewed the principles and recommends that they be approved and adopted by SSA, and its members, as required by CSA.

The Governance Committee continues to monitor the governance of the SSA. As a policy board, the Board of SSA acts to develop policy that supports the growth of soccer in Saskatchewan and oversees the operation of SSA by its Executive Director. Throughout the year various policies are reviewed by the Committee at the request of the Board. The Committee assists the Board with the development of by-laws and policies, including the review of any proposed amendment to the bylaws of the Association.

Proper governance is important to the maintenance of a strong and positive partnership between the Board, as a governance board, and the membership of SSA, and to ensure the Executive Director and staff of SSA are provided with proper authority and support to be able to effectively carry out the operations of SSA. Proper governance requires diligence and ongoing review to ensure that the roles and responsibilities of the Board, staff, and membership are clearly defined and understood.



U 14 Boys - Unidad



U 16 Boys - Unidad



U 18 Boys - Unidad

2014 PSL Champions

Executive Director's **Report**

Respectfully submitted by:
Doug Pederson

'To a Greater Goal'

The motto for the upcoming FIFA Women's World Cup Canada 2015 is one that all stakeholders of Saskatchewan soccer can embrace. Regardless of past successes or failures, working together will always be the key to advancing soccer to new heights. Moving into the 2015 Annual General Meeting, there has never been a time when it is more important to come together 'to a greater goal'.

It is important that we celebrate our successes. Within this report I will highlight but a few items of note, additional details will be provided in a separate report which will be available online in the near future:

- GoalLine, our first year with GoalLine was a success. As an online registration system it provides an efficient system which addresses registration, payment and reporting requirements and eases the administrative burden at SSA and Member levels.
- Community Coaching, major gains in the total number of coaches trained with a total of 726 coaches in 2014, an increase of 22% from 2013.
- Formal Complaints and Appeals, significant policy re-development has been completed and educational sessions will be offered at the AGM, followed by the development of the Resource Group for Formal Complaints and Appeals who will support this process in the future.
- The SSA has assumed a leadership role nationally with the release of the SSA Player Pathway and its alignment to the Canada Soccer Pathway. All other provinces were encouraged to create similar documentation relating their pathways to the CSA for endorsement by the CSA Technical Director, a process that the SSA has already begun.
- Work continued on the implementation of the SSA High Performance Plan, including several major milestones that position the SSA as a leader nationally in high performance structures, including:
 - Continued progress toward sanctioning as a Canada Soccer Regional Exceleration Centre (REX); initial visits by Canada Soccer staff are complete and the framework and timelines for completion of the application process are in place. Licensing of the High Performance Development Centre (HPDC) as a REX will position Saskatchewan athletes on the path to recognition at the National level while remaining in the province to pursue their dreams.
 - The satellite High Performance Development Centre – South, housed in Martin Academy in Regina, began operation in September 2014, offering a high performance daily training environment for athletes in the southern half of the province.
 - Centre of Excellence, the documentation and criteria for sanctioning as an SSA Centre of Excellence was completed and released in September 2014. To date, three applications for sanctioning have been received with Astra Academy in Saskatoon being approved as our first sanctioned COE early in 2015.
- Grassroots and Recreational Stream Plans were finalized and presented to the Membership at the Annual General Meeting with implementation beginning in 2014 and ongoing.
- Under- represented programs:
 - Soccer Jam, 7 events were held in communities through the province 2014. With the support of Conexus and the Community Initiatives Fund, SoccerJam provided a free and fun soccer experience for over 600 participants.
 - North American Indigenous Games – were a success with all Saskatchewan representative teams reaching the medal round, including a gold medal for the Under 18 Boys and silver medals for both the Under 16 Boys and Under 18 Girls.
 - Special Olympics\SSA Partnership continues to grow.
 - Partnership with Canadian National Paralympic Team expanded through the delivery of five presentations by Drew Ferguson, Head Coach of the Canadian National Paralympic Team throughout Saskatchewan in June 2014.
- Barriers to participation:
 - 25 athletes with financial barriers to participation were supported to participate in high performance programs for a total of \$19,717 in 2014.
 - Female Development Grant supported 14 females pursuing coaching and refereeing courses.

- Membership and Resource Development:
 - Major partnership agreement with Club Excellence announced and available to all Member Organizations for 2015.
 - Member Organizational Development Survey finalized and will be implemented in 2015.
 - Grassroots Workshops, 25 will be available annually to support technical and organizational development with SSA Member Organizations at a local level.
- Financial Security, sound financial management will result in resources being re-invested to grow capacity in the future.
- Referee Development, for the first time in 6 years registration totals increased and Saskatchewan had an official identified for the FIFA List for the first time ever in early 2015.

It is also important to take time to acknowledge the contributors to this success.

First and foremost, thanks go to the participants who make it all worthwhile. Their love of the game is our driving force; the positive experiences they have would not be possible without the efforts and leadership of the Member Organizations, organizers, coaches, officials and countless other volunteers who contribute so much; it is our honor to create a lifetime of positive moments through soccer and that is our reward for the service that we provide.

I want to extend my most sincere thanks to the SSA staff who always go above and beyond; their dedication is apparent in all they do. They are constantly striving to improve the quality of what is offered and we are very proud of the results in 2014. We have an amazing staff team in place and I encourage you to acknowledge their efforts.

Thanks also go to all of our program partners, sponsors and funders for their support in 2014, including Canada Soccer, Sask Sport, Sask Lotteries Trust Fund for Sport, Culture and Recreation, SaskTel and Direct West, SaskEnergy, Conexus, Adidas and the Community Initiatives Fund

Finally, I encourage all Members to give thanks to the SSA Board of Directors along with the directors and officers at local levels who deserve our utmost thanks for their ongoing leadership which guides the Association.

It is also important that we acknowledge the challenges that remain before us. One of the true gauges of an Association's strength is in the relationships that are developed. If we all remember to be diligent, to support and nurture these relationships, we will ensure that they continue to evolve, grow and mature. Despite good intentions, at various times this year, relationships with some of our Member Organizations have been strained and we acknowledge our responsibility in that. Following the AGM, with support from the Membership, the Board will initiate in-depth consultations on the renewal of the Strategic Plan. A major item that requires attention is the concept of "optimal organizational structures" for the governance of soccer.

As the Executive Director I will:

- Initiate a review of 'optimal organizational structures for governance'. This will involve research on 'best practices' related to membership structures, and a study of the strengths and weaknesses of governance structures among other successful provincial/territorial soccer associations and sport organizations.
- Initiate a thorough engagement and consultation process with all levels of the Membership between April and December 2015:
 - Detailed consultations will be held with Regular and Associate members about their vision for Membership and the roles and responsibilities of all stakeholders in the SSA.
 - We will also engage our participants on a deeper level, with a particular focus on capturing the youth voice and inviting youth to the table to ensure that their voice is heard throughout the planning process and in the future.
- Direct staff to implement the Member Organizational Development Survey and analyze the results which will then act as a guide for Strategic and Operational plan development.
- Direct staff to undertake a detailed analysis of communications, to better understand what information membership values and how we can best receive and disseminate that information and, assess better means of consultation so more voices are heard on the most important issues.

These and other yet unidentified pieces of information will inform and be the foundation for the new Strategic Planning process which will engage all levels of the Membership. The Plan, having been collectively developed, will provide a clear vision for the Association and will lead to an educational strategy to increase understanding about roles, responsibilities, obligations and expectations, which are the key elements in maintaining positive relationships. Throughout the process the goal will be to have a living Plan that allows the Association to adapt to new realities so that the Plan will remain current.

As noted a clear understanding of roles and responsibilities is one of the most important aspects of any Membership Organization:

- The SSA Board of Directors provides strategic leadership to the Association; they provide oversight and are responsible to manage the framework for Governance. They have the authority to welcome new partners into the Association who will support the achievement of the Mission. The Board remains independent of local issues, acting strategically and objectively in the best interest of soccer with a long term vision. They are accountable to create alignment with the National Body.
- The Executive Director is the employee of the Board and is accountable to the Board for the implementation of the Operational Plan.
- SSA staff is accountable to the Executive Director and have the education, expertise and passion to develop and implement programs, create resources and deliver educational opportunities, provide support, and design the structure that will serve the needs of the Membership while remaining true to the key success factors in the Plan. The E.D. and staff are measured against achievement of key success factors in the Plan.
- The Executive Director, Staff and Board work in collaboration with the Membership.
- Member Organizations are accountable to their participants and to the SSA Board. Their role is to be in touch with the interests of their membership and work within the provincial framework to guide and deliver local programming and serve the needs of participants.

When there is disagreement about roles, responsibilities and direction, challenges will occur; when this is the case, it is important to return to the Plan and remember our values:

- Our players, coaches, officials and volunteers are at the heart of everything we do. (Participant-centred)
- We seek to find new and creative approaches to developing the sport throughout the province. (Innovation)
- We work together and with our key partners to achieve the goals of the Association. (Collaboration)
- We strive to achieve personal bests in everything that we do. (Quality)
- We believe in being open, transparent, and honest in all of our interactions. (Integrity)

Despite disagreement, if we maintain our values, listen, negotiate and compromise we can work in a professional manner to bring us closer to consensus.

We need only to look to our end goals to be reminded of what is important:

- All participants are given the opportunity to achieve their goals through participation in soccer.
- There is a sense of belonging in the provincial soccer community.
- Individuals' life skills and leadership skills are enhanced through soccer.
- Healthy lifestyles are promoted and enhanced through life-long participation in the sport.

These values and principles should guide our interactions. As with any sport or business, soccer must be prepared to respond to the trends in the market. Soccer will continue to evolve and those who prepare for the reality of soccer in the future will be successful. In this new era, athletes want choices; it is our honor and duty to serve their interests, not to claim ownership or control their pursuits. One of the most critical skills for an organization or any individual is the ability to self-evaluate. There are always key pieces of data that are available that can guide us. Currently, our Adult and Mini numbers are growing but our Youth participation is a concern. Youth numbers are currently declining at an average of 1.5% per year. This trend was established a number of years ago.

Since 2009, there has been a loss of 1350 Youth registrations. During that same time, Mini is up 5083 and Senior up 3029. The Association needs to address this important issue through a collective focus on a provincial level and also through analysis at each Member Organization.

With increasing options available to youth, some decline in registration is to be expected. We encourage all Members to look at your registration trends and connect with your participants. This is particularly true for Youth; it is recommended that we get closer to them, to really hear what is important to them. Invite them in, to develop their leadership skills and allow their voice to have an impact; what will keep more of them playing through to adulthood?

Part of the new reality is welcoming new members as they work to find their place within the Association. New partners often serve the changing needs of participants; competition in the market place is essential to growth while status quo is stagnation.

New partners challenge us to self-evaluate, to improve and to focus on what we have direct control over:

- Are we meeting the needs of our participants? Are we listening to those who we serve? Are we challenging ourselves to deliver quality?

I am honored to serve and I very much look forward to the development of a new Strategic Plan; important discussions lie ahead. Four simple, but important, questions can guide us:

1. What do we want (with a focus on what you control in your role in the Association)?
2. What are we doing to get what we want?
3. Is what we are doing working?
4. Are we willing to make a new plan?

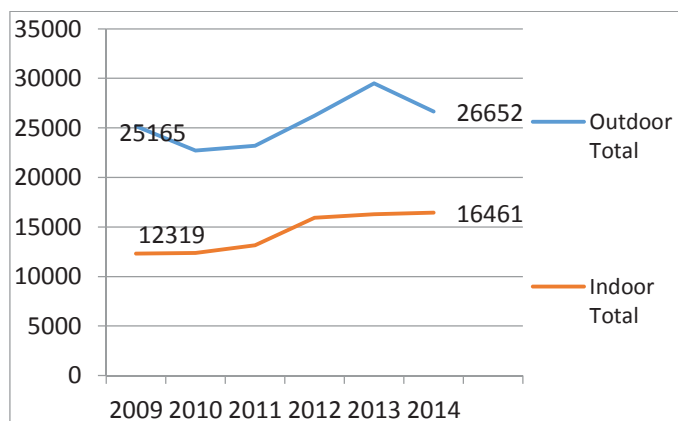
I look forward to many successes in collaboration with Membership in 2015.



Registrar's Report

Respectfully Submitted by: Nicole Knecht, SSA Registrar

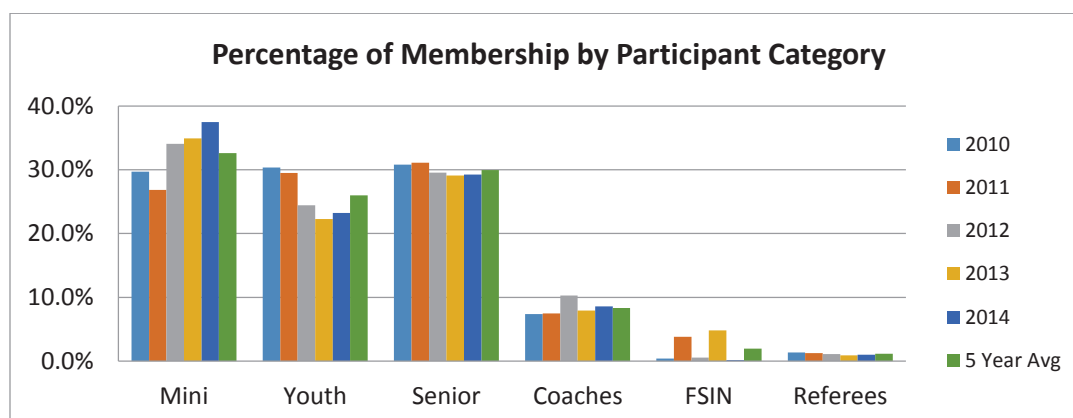
Outdoor	2010	2011	2012	2013	2014	% Change 14v13	Average	High	Low	5 Year CAGR
Mini	8334	7355	10746	12181	12139	99.7%	10151	12181	7355	9.9%
Youth	6900	6906	6533	6363	6171	97.0%	6575	6906	6171	-2.8%
Senior	5102	5348	5951	6015	5505	91.5%	5584	6015	5102	1.9%
Coaches	1737	1726	2304	2295	2325	101.3%	2077	2325	1726	7.6%
FSIN (All Ages)	146	1381	240	2210	71	3.2%	810	2210	71	-16.5%
Referees	488	468	464	423	441	104.3%	457	488	423	-2.5%
Outdoor Total	22707	23184	26238	29487	26652	90.4%	25654	29487	22707	
Net Change		477	3054	3249	-2835					
% Change, Year to Year		102.1%	113.2%	112.4%	90.4%					
Indoor	2010-11	2011	2012	2013	2014	% Change 14v13	Average	High	Low	5 Year CAGR
Mini	2084	2390	3606	3813	4007	105.1%	3180	4007	2084	17.8%
Youth	3745	3815	3777	3845	3849	100.1%	3806	3849	3745	0.7%
Senior	5698	5949	6502	7310	7100	97.1%	6512	7310	5698	5.7%
Coaches	855	997	2038	1331	1385	104.1%	1321	2038	855	12.8%
FSIN (All Ages)					120		120	120	120	
Indoor Total	12382	13151	15923	16299	16461	102%	14819	16461	12382	
Net Change		769	2772	376	162					
% Change, Year to Year		106.2%	121.1%	102.4%	101.0%					
Combined	2010	2011	2012	2013	2014	% Change 14v13	Average	High	Low	CAGR
Combined Total	35089	36335	42161	45786	43113	94.2%	40497	45786	35089	4.2%
Net Change		1246	5826	3625	-2673	Compounded Annual Growth Rate (CAGR) is a business term for the smoothed annualized gain over a given time period.				
% Change, Year to Year		103.6%	116.0%	108.6%	94.2%					



2014 & 2013 Membership Totals	Combined	Outdoor			Indoor		
Regular Members	2014	2014	2013	+/-	2014	2013	+/-
14-40 Soccer Inc.	343	343	391	-48	0	0	0
Battleford & District Senior Soccer	283	258	325	-67	25	0	25
Battleford Youth Soccer Inc	837	601	943	-342	236	326	-90
Carlton Trail Soccer Association	752	562	499	63	190	171	19
Estevan Youth & Mini Soccer Association	175	175	244	-69	0	0	0
Kindersley Soccer Association	263	220	161	59	43	116	-73
Lloydminster & District Senior Soccer	662	311	277	34	351	282	69
Melfort Youth Soccer Association	447	268	225	43	179	131	48
Meridian Youth Soccer Association	1475	1061	1047	14	414	436	-22
Moose Jaw Soccer Association	1258	792	867	-75	466	450	16
Prince Albert Senior Soccer Association	250	112	257	-145	138	145	-7
Prince Albert Youth Soccer Association	2040	1161	1279	-118	879	860	19
Qu'Appelle Valley Soccer Association	921	921	873	48	0	19	-19
Regina Soccer Association	7276	3218	3433	-215	4058	3700	358
Saskatoon Adult Soccer	6813	2937	3264	-327	3876	4515	-639
Saskatoon Youth Soccer Inc	9669	6033	6345	-312	3636	3741	-105
Swift Current Soccer Association	1126	812	891	-79	314	310	4
Valley Soccer Association	2704	2397	2163	234	307	306	1
Weyburn Soccer Association	771	711	723	-12	60	77	-17
Yorkton United	873	498	380	118	375	359	16
Regular Members Totals	38938	23391	24587	-1196	15547	15944	-397
% Total Membership	90.32%	87.76%	82.73%	5.03%	94.45%	97.82%	-3.37%
First Nations Tribal Council	191	71	2210	0	120	0	1970
% Total Membership	0.4%	0.3%	7.4%	-7.2%	0.7%	0.0%	0.7%
	Combined	Outdoor			Indoor		
Associate Members	2014	2014	2013	+/-	2014	2013	+/-
Astra Academy	0	0	77	-77	0	0	0
BATC	0	0	0	0	0	32	-32
Broadview Soccer Club	53	53	40	13	0	0	0
Canora Soccer Club	58	58	59	-1	0	0	0
Central Sask Futsal Liga	25	0	53	-53	25	0	25
Choiceland Soccer Club	60	60	51	9	0	0	0
Eastend Soccer Club	70	70	56	14	0	0	0
Esterhazy Soccer	123	123	88	35	0	0	0
Estevan Senior Soccer Association	77	77	0	77	0	0	0
Ginga Academy	66	27	0	27	39	0	39
Grenfell Soccer Club	73	73	114	-41	0	0	0
JJ Soccer	107	0	0	0	107	0	0
Kennedy Soccer	0	0	29	-29	0	0	0
Kipling Soccer Club	140	140	130	10	0	0	0
Maple Creek Youth	93	93	118	-25	0	0	0
Meadow Lake & District Youth Soccer	377	377	392	-15	0	0	0
Meadow Lake Senior	75	0	0	0	75	71	4
	Combined	Outdoor			Indoor		

	Combined	Outdoor			Indoor		
Associate Members	2014	2014	2013	+/-	2014	2013	+/-
Melville Soccer Club	203	203	110	93	0	0	0
Montmatre & District Soccer	104	104	83	21	0	0	0
Moose Mountain Soccer	112	112	127	-15	0	0	0
Moosomin Soccer Association	132	132	132	0	0	0	0
Naicam (Indoor)	11	0	0	0	11	17	-6
Nipawin Soccer (Indoor)	102	0	0	0	102	93	9
Nipawin Soccer (Outdoor)	174	174	202	-28	0	0	0
Odessa Recreation Assoc.	0	0	14	-14	0	0	0
Oxbow Youth Soccer	83	83	89	-6	0	0	0
QC United Soccer	306	0	0	0	306	0	306
Redvers	76	76	0	76	0	0	0
Regina Soccer Referees Association	99	99	112	-13	0	0	0
Rocanville Soccer Club	107	107	102	5	0	0	0
Saskatoon & Districts Soccer Refs. Assoc.	117	117	120	-3	0	0	0
Shaunavon Soccer	220	220	128	92	0	0	0
Tisdale Soccer Club	158	54	0	54	104	122	-18
Tompkins	32	32	0	32	0	0	0
United Soccer Organization (Langenburg)	154	154	157	-3	0	0	0
University of Regina	24	0	0	0	24	0	24
Vibank Soccer	118	118	88	30	0	0	0
Wapella Soccer Association	0	0	21	-21	0	0	0
Wawota Minor Soccer	54	54	42	12	0	0	0
Whitewood Soccer Association	90	90	87	3	0	0	0
Wolseley Soccer	109	109	98	11	0	0	0
Other	2	1	3	-2	1	20	-19
Associate Members Totals	3984	3190	2922	268	794	355	439
% Total Membership	9.2%	12.0%	9.8%	2.14%	4.8%	2.2%	2.65%

Overall Totals	43113	26652	29719	-3067	16461	16299	162
Percent Change 2013 to 2014		89.7%			101.0%		



Election Candidates - 2015 Board of Directors

The Saskatchewan Soccer Association is proud to introduce the Candidates for Election in 2015:

Jeff Humm (Interim Director, as of Nov. 2014)

Jeff joined as an Interim Director for the SSA Board of Directors in November 2014. He has also served as a member of the Saskatoon Hollandia Youth Soccer Association Board of Directors.

Jeff is actively involved in the soccer community, whether it be coaching, expanding soccer knowledge through various soccer clinics or playing. He has played soccer for over 30 years and is dedicated to the growth and development of the game. He has coached all 3 of his children and now enjoys playing the game with them.



Andy Sears

Andy recently relocated with his family to Regina in 2009. He had been involved in the Vancouver area local soccer community for over 46 years as a player, referee, and volunteer coach and as a member of an executive body. His soccer roots are steeped deep in family history and tradition representing 3 generations involved in the game.

At this juncture in his soccer related life, it is worth noting that through the relationships developed while playing the game at the highest competitive level that many of his teammates and those played against have gone on to either become influential members of Provincial and/or Canadian Soccer Associations, or furthered their soccer careers in the National Team Coaching ranks, University and College programs or with professional soccer clubs. Others, like himself, have enjoyed continued success staying involved in the game by playing senior men's soccer and volunteering to coach at the community club based boys and girls youth soccer program level.

The slate of candidates for two year terms : Len Chelack,Vice-President (returning), Directors: Steve Boodram (returning), Jeff Humm (Interim Director), Andy Sears



2014 Annual General Meeting Minutes – DRAFT

Austrian Club, 320 Maxwell Crescent, Regina, SK

1:15 pm Saturday, March 22, 2014

1. Call to Order

The meeting was called to order at 1:15 pm, quorum was achieved and Leslie Blyth was in the Chair.

2. Greetings from the President

The President welcomed all in attendance and introduced the Board of Directors and staff in attendance. The President recognized SSA Life Member John Leyshon who was in attendance.

3. Roll Call

Regular Member Organization and Delegates Names were identified:

14-40 Soccer Inc. – none

Battleford & District Senior Soccer – Gordon Pepple

Battleford Youth Soccer Inc. – Katherine Huxley and Julie Huestis

Carlton Trail Soccer Association – James Huber

Estevan Senior Soccer Association – none

Estevan Youth & Mini Soccer Association – Kevin Mortenson, Holly Boreski and Chris Lewis

Kindersley Soccer Association – none

Lloydminster & District Senior Soccer – Jason Wall, Calvin Richelhoff

Melfort Youth Soccer Association – Alicia Garlock and Eldon Bassett

Meridian Youth Soccer Association – none

Moose Jaw Soccer Association – Raman Mall and Vance Jensen

Prince Albert Senior Soccer Association – none

Prince Albert Youth Soccer Association – Tim Earing

Qu'Appelle Valley Soccer Association – Danielle Moore

Regina Soccer Association – Sam Hockings, Howard Loseth, Hugh Dooley, Norma Ursulan, Garth Laplante,

Crystal Kowalski, Andy Sears, Pamela Fiske and Ryan Shillingford

Saskatoon Adult Soccer – Bobbi Ross

Saskatoon Youth Soccer Inc. – David Taylor, Amanda Probe and Kristi Baxter

Swift Current Soccer Association – Justine Cherpin, John Barber, Stacey Barber, Chad Haubrich, Yvonne Haubrich and John Leyshon

Valley Soccer Association – Ken Isaak

Weyburn Soccer Association – Jacquie Van De Woestyne and Brad Spencer

Yorkton United – Don Wasylyshen

A total of 16 Regular Member Organizations are in attendance.

A total of 38 votes are confirmed.

The total votes required to approve a motion is 50% plus one or 20 votes.

SSA Directors: Lisa Bagonluri, Leslie Blyth (President), Steve Boodram, Len Chelack (Vice President), Joseph Kaminski, Rakesh Kapila, Leonard Lewko, Ron Miller, Jeff Salisbury

Regrets: Jim Kroczyński

Others in attendance: Doug Pederson – Executive Director, Dave Nutt – Director of Soccer Operations, Nicole Banda – Administrative Assistant, Andrea Orr – Coordinator of Communications and Funds Development, Glenda Danbrook – Member Services Administrator.

4. Approval of Agenda

MOTION: To approve the agenda as presented.
Moved by: *David Taylor, Saskatoon Youth Soccer Inc.*
Seconded by: *Kevin Mortenson, Estevan Youth and Mini Soccer Association*
Carried

5. Approval of the Minutes of the 2013 Annual General Meeting

MOTION: To approve the Minutes of the 2013 Annual General Meeting as revised.
Moved by: *John Leyshon, Swift Current*
Seconded by: *Holly Boreski*
Carried

6. Messages from Canadian Soccer Association

Don Story, CSA Director brought greetings from the President of the Canadian Soccer Association, Victor Montagliani and shared his thoughts on the importance of good Governance.

7. Messages from SSA Leadership:

- a) President's Report- Leslie Blyth presented the 2013 President's Report.
- b) Standing Committee Chairs - The Reports from the Standing Committee Chairs were presented. Leonard Lewko, presented the Audit and Finance Committee Report, Jeff Salisbury, presented the Nominations Committee Report; Lisa Bagonluri presented the Awards and Recognition Committee Report; Steve Boodram, presented the Risk Management Committee report, Ron Miller presented the Governance Committee Report, Len Chelack, presented the Strategic Planning Committee Report.
- c) Executive Directors Report- Doug Pederson presented the Executive Director's Report and the Registrar's Report.

8. Strategic Plan Update

- a) SSA Management – Doug Pederson and Dave Nutt provided a strategic update.
- b) Goalline – Mike Johnson, V.P. of Goalline sent his regrets on not being able to attend due to illness
- c) Sask Sport – Warren Proctor from Sask Sport commented on the recently completed 2010-2012 Assessment which resulted in Sask Sport increasing Annual Funding to the SSA by \$41,500 and Membership Assistance Program Funding by \$18,500.

9. 2013 Audited Financial Statements

Executive Director Doug Pederson presented highlights of the 2013 Audited Financial Statements. Discussion followed.

MOTION: To approve the 2013 Audited Statements
Moved by: *Leonard Lewko*
Seconded by: *Justine Cherpin, Swift Current Soccer Association*
Carried

Jamie Wilson of KPMG was in attendance and thanks were extended for their service as Auditors for the SSA in 2013.

10. Appointment of Auditors for 2014

MOTION: To approve the firm of KPMG as Auditors for the 2014 fiscal year.
Moved by: *Leonard Lewko*
Seconded by: *Dave Taylor, Saskatoon Youth Soccer Inc.*
Carried

11. Appointment of Life Members

MOTION: To approve the appointment of Huw Morris as Life Member of the Saskatchewan Soccer Association.

Moved by: *Lisa Bagonluri*

Seconded by: *Tim Earing, Prince Albert Youth Soccer Association*

Carried

12. Election of Directors and Officers

Jeff Salisbury presented the candidates for the SSA Board of Directors all of whom were acclaimed elected:

- Leslie Blyth as President for a two year term
- Directors: Lisa Bagonluri, Leonard Lewko and Ron Miller for two year terms.

MOTION: To approve the slate of candidates by acclamation.

Moved by: *Jeff Salisbury*

Seconded by: *Bobbi Ross, SASI and Yvonne Haubrich, Swift Current Soccer*

Carried

The President extended thanks to outgoing Board member Jeff Salisbury for his contributions to SSA.

16. Adjournment

MOTION: That the 2013 Annual General Meeting be adjourned.

Moved: *Jacquie Van De Woestyne, Weyburn Soccer*

Vote: Carried

The meeting adjourned at 3:20 pm.

Minutes prepared by:

Nicole Banda, Administrative Assistant

Saskatchewan Soccer Association

Proposed Amendments to the SSA Bylaws To be considered

March 21, 2015

EXISTING Bylaws	AMENDMENT Proposed	RATIONALE for Bylaw Amendments
<p style="text-align: center;">ARTICLE VI</p> <p>Section 2: Fair Hearing</p> <p>2.1 Members who face a discipline process have a right to proper notice of any Discipline hearing and have the right to be heard before an independent tribunal and have the right to appeal the decision except as noted in Article VI, Section 3, 3.1.</p> <p>2.2 SSA Member Organizations must have Discipline and Appeals Policies in place that are in compliance with the SSA Discipline and Appeals Policies and which specify the steps under which a fair hearing and an appeal will be held.</p>	<p style="text-align: center;">ARTICLE VI</p> <p>Section 2: Fair Hearing</p> <p>2.1 Members who face a discipline process have a right to proper notice of any Discipline hearing, and, have the right to be heard, and, have the right to appeal the decision according to SSA Policy except as noted in Article VI, Section 3, 3.1.</p> <p>2.2 SSA Member Organizations must have Formal Complaints and Appeals Policies in place that are in compliance with the SSA Formal Complaints and Appeals Policies and which specify the steps under which a fair hearing and an appeal will be held.</p>	<p>No change in meaning, simply a minor language change required to align with newly developed Formal Complaints and Appeals policies.</p>
<p style="text-align: center;">ARTICLE VI</p> <p>Section 3: Expulsion of a Member</p> <p>3.2 Entities, Participants and Organizers</p> <p>a) Following the recommendation of the Discipline Panel an Entity, Participant or Organizer can be expelled from membership by the governing authority that accepted their membership...</p>	<p style="text-align: center;">ARTICLE VI</p> <p>Section 3: Expulsion of a Member</p> <p>3.2 Entities, Participants and Organizers</p> <p>b) Following the recommendation of the Discipline Process an Entity, Participant or Organizer can be expelled from membership by the governing authority that accepted their membership ...</p>	<p>No change in meaning, simply a minor language change required to align with newly developed Formal Complaints and Appeals policies.</p>

ARTICLE XIII

Section 1: Election of the Board of Directors

1.3 The term of the President shall be two years and the President shall serve a maximum of two (2) terms in office.	1.3 The term of the President shall be two years.	Canada Soccer under direction from FIFA has advised that all references to maximum terms for Directors & Officers must be removed.
1.4 No individual paid to provide services to the SSA or to any of its Members may serve as a Director of the Association.	1.4 To ensure that there is no conflict of loyalty: (a) No director of the association shall hold simultaneously a position of director of another organization which is a member of the association; (b) No individual paid to provide services to the SSA or to any of its Members may serve as a Director of the Association.	To align SSA Bylaws with the Canada Soccer Requirements for Good Governance (Included in this Annual Report)
1.7 Nominations shall be submitted in writing to the Chair of the Nominations Committee of the Board of Directors no less than forty-five (45) days prior to the Annual General Meeting.	1.7 Nominations shall be submitted in writing to the Chair of the Nominations Committee of the Board of Directors at least 90 days before the anniversary of the previous annual meeting of members;	To align SSA Bylaws with the requirements of the Non Profit Act - Reference Page 66 127 (6) (a)
1.10 Where a vacancy occurs on the Board as a result of the death, resignation, retirement or removal of a Director, or where a Board vacancy has not been filled as a result of an election, the Nominations Committee may nominate a candidate to fill the vacancy, shall serve as Director until the next Annual General Meeting; the nominee shall be elected by the Board by a majority (50%+1) vote.	1.10 Where a vacancy occurs on the Board as a result of the death, resignation, retirement or removal of a Director, or where a Board vacancy has not been filled as a result of an election, the Nominations Committee may nominate a candidate to fill the vacancy, and who, pending approval of the Board, shall serve as Director until the next Annual General Meeting; the nominee shall be elected by the Board by a majority (50%+1) vote.	To align SSA Bylaws with the requirements of the Non Profit Act and to confirm that the Board of Directors shall approve all Directors who are replacing a vacant Director position. Reference Page 51 Filling Vacancy 98(1)

<p style="text-align: center;">ARTICLE XVIII</p> <p>Section I: Committees</p> <p>1.4 The Board of Directors shall establish the following judicial bodies, whose terms of reference shall be set out in the policies of the SSA: a) Discipline b) Appeals</p>	<p style="text-align: center;">ARTICLE XVIII</p> <p>Section I: Committees</p> <p>1.4 The Association shall establish judicial processes to manage Formal Complaints and Appeals which operate independently of the Board and, whose members are not Directors and, whose terms of reference shall be set out in the policies of the SSA.</p>	<p>Clarification that the SSA Board and individual Directors are not involved with Formal Complaints and Appeals and a required change to align SSA Bylaws with the Canada Soccer Requirements for Good Governance and with the SSA's newly developed Formal Complaints and Appeals policies.</p>
<p style="text-align: center;">ARTICLE XXI</p> <p>Section I: Amendments to the By-laws and Articles</p> <p>1.3 Before any proposed amendment to the By-laws is presented to the Annual General Meeting, it must be forwarded to the Board. Notice of the proposed amendment must be given to the Board at the Board meeting prior to the meeting at which the proposed amendment is to be considered by the Board.</p>	<p style="text-align: center;">ARTICLE XXI</p> <p>Section I: Amendments to the By-laws and Articles</p> <p>1.3 Before any proposed amendment to the By-laws is presented to the Annual General Meeting, it must be forwarded to the Board. Notice of the proposed amendment must be given to the Board no less than 90 days before the anniversary of the last annual general meeting.</p>	<p>To align SSA Bylaws with the requirements of the Non Profit Act - Reference Page 66 127 (6) (a) and to ensure consistency within the Bylaws (See 1.7 above).</p>

Two other By-laws amendments were received as of the deadline, January 15th. They were submitted for the Board's review; however, both By-laws also would have required accompanying amendments to the SSA Articles of Incorporation, as they would have changed the rights of Members outlined in the Classes of Membership. The amendments to the Articles were not received and therefore the By-law amendments cannot be put forward for the consideration of Membership.

The Board wishes to note that changes that may impact the Articles of Incorporation and Classes of Membership need to be well developed and shall only be put forward after consultation with the entire Membership.

Above you will note proposed changes to the By-laws (ARTICLE XXI Section I: Amendments to the By-laws and Articles 1.3) which will ensure receipt of amendments to the Articles or By-laws a minimum of 90 days before the anniversary of the last annual general meeting to allow for consultation to occur prior to the vote at the Annual General Meeting.

Canadian Soccer Association

Requirements for Good Governance

The Principles and Requirements listed are pertinent to all provincial and territorial associations.

Depending on the scale of the association and provincial/territorial legislation, the requirements may be implemented differently. By adhering to these Principles and Requirements, the provincial and territorial associations will achieve alignment with the Canadian Soccer Association.

Principle #1: There is a clear distinction between the responsibilities of the board and those of staff

Requirements:

1. The board possesses responsibilities that pertain to the governing of the association, as follows:
 - a. Maintains an updated set of articles and by-laws that conform with existing laws and regulations ☐
 - b. Develops a governance framework and processes, including governance policies, for the association ☐
 - c. Approves a strategic plan, which affirms the mission, vision, values and strategic priorities of the association ☐
 - d. Approves an annual operating plan and budget, prepared by staff, to facilitate completion of the strategic plan ☐
 - e. Develops processes for board development (e.g., board evaluation, recruitment, orientation, and training) ☐
 - f. Monitors the association's performance, including its financial affairs, risks and opportunities ☐
 - g. Selects, oversees, evaluates and compensates the executive director ☐

h. Approves the staff structure for the association ☐

2. Staff possess responsibilities that pertain to the operations of the association, as follows:
 - a. Manage and administer finances, human resources, programs, program structures, services, stakeholder relations, and risk ☐
 - b. Develop operational structures, processes and policies that enact the association's mission and strategic priorities ☐
 - c. Prepare an annual operating plan and budget based on the priorities of the strategic plan ☐
 - d. Ensure that the operational requirements of the executive limitations are met (e.g., protection of assets, monitoring of financial processes, and management of stakeholder relationships) ☐
 - e. Execute and implement board policies and directives ☐

Principle #2: The association has board structures and processes that enable it to govern and oversee the growth of the sport in an effective and professional manner

Requirements:

1. The board is of a size that facilitates a board culture of participation, personal and shared responsibility, efficiency, common interests, cooperation, and effective decision-making ☐
2. The board has the requisite skill-sets and knowledge to carry out its governing responsibilities ☐
3. The board has a composition that reflects geographic, linguistic, gender and ethnic/cultural diversity ☐
4. Each director carries out his/her fiduciary duties (duty of care, duty of due diligence,

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duty of loyalty, duty of obedience) as matters of personal responsibility, which cannot be delegated to any other person or organization □

5. The board, in performing its responsibilities, acts with a view to the best interests of the association
 - a. The board is required to make decisions that are in the association's best interests; in reaching a decision, the board should take into account the decision's impact on the members and various other stakeholders □
6. The board provides *direction* and *control* of the association by:
 - a. ensuring that the board meeting agenda is structured according to the priorities of the strategic and annual operating plans □
 - b. ensuring that board control does not lead to a focus on operational details or decisions but instead makes certain that:
 - i) the assets and resources of the association are directed towards its strategic and annual priorities □
 - ii) there is proper oversight of the association utilizing standardized policies and processes (i.e., executive limitations, executive director evaluation, risk registry, succession planning) □
7. The board utilizes committees to assist in performing its governing responsibilities
 - a. The board utilizes two types of committees: standing and special. Standing committees assist the board in undertaking financial oversight, strategic assessments, risk assessment, the development of governance processes, board evaluation, and board recruitment. Special committees are struck on an occasional basis to examine board-related issues not addressed by the standing committees □
8. Staff receive their direction from the executive director, who is directed by the board as a whole □

9. To ensure that there is no conflict of loyalty, no director of the association holds simultaneously a position of director of another organization which is a member of the association □
10. The executive director may strike committees to assist with the association's operations
 - a. The executive director appoints operational committees on the basis of skill-sets and knowledge that are necessary to administer program structures and services; members of the board do not sit on these committees, which act independently of the board and report to the executive director □
11. The association establishes judicial bodies whose members are not directors and which operate independently of the board □

Principle #3: The association's relationships with its member and governing associations reflect accountability, alignment, responsiveness, transparency, and clarity in communications

Requirements:

1. On governance-related matters, communications occur between board presidents or their designates. □
2. On operations-related matters, communications occur between executive directors or their designates. □
3. Boards and staff are responsive, transparent and clear in communicating information that involves or has an impact on other associations □
4. Following a decision of the board, each director both supports and communicates the same message □

Financial Statements of

**SASKATCHEWAN SOCCER
ASSOCIATION INC.**

Year ended December 31, 2014



KPMG LLP
Chartered Accountants
Hill Centre Tower II
1881 Scarth Street, 20th Floor
Regina Saskatchewan S4P 4K9
Canada

Telephone (306) 791-1200
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

To the Members of Saskatchewan Soccer Association Inc.

We have audited the accompanying financial statements of Saskatchewan Soccer Association Inc., which comprise the statement of financial position as at December 31, 2014, the statements of revenue over expenditures, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Soccer Association Inc. as at December 31, 2014, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KPMG LLP

Chartered Accountants

February 27, 2015
Regina, Canada

Saskatchewan Soccer Association Inc.

Statement of Financial Position

As at December 31, 2014, with comparative figures for 2013

	2014	2013
Assets		
Current		
Cash	\$ 503,560	\$ 1,334,482
Accounts receivable	39,775	30,864
Prepaid expenses	41,556	58,940
Investments (note 4)	1,100,000	-
	1,684,891	1,424,286
Invested in Sport Legacy Fund (note 5)	1,008	959
Capital assets (Note 6)	20,916	17,299
	\$ 1,706,815	\$ 1,442,544
Liabilities and Net Assets		
Current		
Accounts payable and accruals (note 7)	\$ 133,781	\$ 59,589
Deferred Sport Legacy Fund revenue (Note 5)	1,008	959
Deferred revenue (Note 8)	449,280	454,677
	584,069	515,225
Net assets		
Invested in capital assets	20,916	17,299
Internally restricted (Note 9)	1,101,830	910,020
Unrestricted	-	-
	1,122,746	927,319
Commitments (Note 11)		
	\$ 1,706,815	\$ 1,442,544

On Behalf of the Board

Director:

Leonard Gielack
VICE-PRESIDENT SASK SOCCER

Director:

R/P Chair, SSA A4F Committee

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Statement of Revenue Over Expenditures

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Revenue		
Sask Lotteries Trust Funding (Schedule 1)	\$ 657,993	\$ 563,029
Self Help (Schedule 2)	1,907,288	1,915,306
	2,565,281	2,478,335
Expenditures		
Administration (Schedule 3)	341,064	310,951
Capacity/Interaction (Schedule 4)	256,620	243,450
Participation (Schedule 5)	611,916	490,152
Excellence (Schedule 6)	796,462	825,928
Categorical Grants (Schedule 7)	363,793	251,029
	2,369,854	2,121,510
Excess of revenue over expenditures	\$ 195,427	\$ 356,825

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Statement of Changes in Net Assets

For the year ended December 31, 2014 with comparative figures for 2013

	Unrestricted	Invested in capital assets	Internally restricted	2014	2013
Balance, beginning of year	\$ -	\$ 17,299	\$ 910,020	\$ 927,319	\$ 570,494
Excess of revenue over expenditures	210,046	(14,619)	-	195,427	356,825
Capital asset additions	-	18,236	(18,236)	-	-
Appropriations to/from unappropriated surplus	(210,046)	-	210,046	-	-
Balance, end of year	\$ -	\$ 20,916	\$ 1,101,830	\$ 1,122,746	\$ 927,319

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Statement of Cash Flows

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Cash provided by (used for) the following activities		
Operating activities		
Excess of revenue over expenditures	\$ 195,427	\$ 356,825
Item not affecting cash		
Amortization of capital assets	14,619	4,100
Changes in working capital accounts		
Accounts receivable	(8,911)	84,858
Prepaid expenses	17,384	(32,186)
Accounts payable and accruals	74,192	13,084
Deferred revenue	(5,348)	44,364
	287,363	471,045
Investing activities		
Additions to capital assets	(18,236)	(6,236)
Additions to restricted cash	(49)	(47)
Purchase of Investments	(1,100,000)	-
	(1,118,285)	(6,283)
Increase (decrease) in cash	(830,922)	464,762
Cash, beginning of year	1,334,482	869,720
Cash, end of year	\$ 503,560	\$ 1,334,482

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

Year ended December 31, 2014

1. Operations

Saskatchewan Soccer Association Inc. (the "Association") is incorporated under the *Non-Profit Corporations Act of Saskatchewan*. Its objectives are to promote, foster, develop and govern the game of soccer in Saskatchewan.

2. Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (Part III of the CPA Handbook - Accounting).

3. Significant accounting policies

Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less from the date of initial investment. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Financial assets and liabilities

Financial instruments are recorded at fair value on initial recognition. Subsequently they are recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Association has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Investments

Investments are carried at fair value, with changes to fair value recorded as investment income or loss.

Capital assets

Capital assets are initially recorded at cost. Amortization is provided using the straight line method at rates intended to amortize the cost of assets over their estimated useful lives. In the year of acquisition, amortization is taken based upon one half year of usage.

	Useful Life
Furniture and fixtures	5 years
Computer and equipment	3 years

Income taxes

The Association is exempt from income taxes under section 149(1)(l) of the *Income Tax Act*.

Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions and fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

Year ended December 31, 2014

3. Significant accounting policies (continued)

Internally restricted net assets

The Board of Directors, through guidance provided by the members, have internally restricted the following net assets to be held for:

i) Revenue Stabilization

This reserve was established to provide for financial stability of operations by offsetting lottery funding decreases or an unanticipated deficit.

ii) Strategic Opportunities

This reserve was created to allow the flexibility to move forward with initiatives that enhance the Association's ability to meet the priorities of the Strategic Plan.

iii) Athlete Assistance

This reserve was created to assist eligible applicants in their pursuit of excellence through participation in the Saskatchewan Soccer Association's High Performance Programs.

iv) Equipment

This reserve was created to provide for the future equipment needs of the Association.

v) Canada Games

This reserve is to be used for the development of male and female teams, referees and coaches in preparation for the Canada Summer Games held every four years.

vi) Western Canada Games

This reserve is to be used for the development of the Western Canada Games teams, referees and coaches in preparation for the Western Canada Games.

vii) Saskatchewan Summer Games

This reserve is to be used for the development and the promotion of the District development of male and female teams, referees and coaches in preparation of the Saskatchewan Summer Games that are held every four years.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

4. Investments

The investments are comprised of term deposits that have an effective interest rate of 1.50% and maturity dates ranging from February 27, 2015 to June 13, 2015.

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

Year ended December 31, 2014

5. Sport Legacy Fund

The funds on deposit and the offsetting deferred revenue from the Sport Legacy Fund consists of donations based on various programs and top-up contributions made by Sask Sport. To qualify for the additional top-up contributions by Sask Sport, the Association is required to leave the original amount of donation in the Legacy Fund for a minimum 5 years.

6. Capital assets

			2014	2013
	Cost	Accumulated amortization	Net Book Value	Net Book Value
Computer and equipment	\$ 35,212	\$ (19,796)	\$ 15,416	\$ 10,218
Furniture and fixtures	37,133	(31,633)	5,500	7,081
	\$ 72,345	\$ (51,429)	\$ 20,916	\$ 17,299

7. Accounts payable and accruals

Included in accounts payable and accruals are government remittances payable of \$nil, (2013 - \$nil) which include amounts payable for PST and payroll related taxes.

8. Deferred revenue

Deferred revenue represents unspent resources externally restricted for specific purposes. The amounts deferred at year end are as follows:

	2014	2013
Aboriginal Sport Excellence Program	\$ -	\$ 13,421
Annual Funding	151,550	147,100
Community Initiatives Fund - Soccer Jam	-	40,000
Membership Assistance Grant Payments	202,700	195,700
Program Fees	27,055	13,985
Provincial Registrations	-	3,971
Sasktel Sponsorship	5,500	-
University Athletic Assistance Grant	40,500	40,500
Western Canadian Games	18,975	-
Women in Coaching Initiative	3,000	-
	\$ 449,280	\$ 454,677

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

Year ended December 31, 2014

9. Internally restricted net assets

	Revenue Stabilization	Strategic Opportunities	Athlete Assistance	Office Equipment	Canada Games	Western Canada Games	Sask Summer Games	2014	2013
Balance, beginning of year	\$ 770,020	\$ 70,000	\$ 10,000	\$ 15,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 910,020	\$ 555,331
Capital asset additions	(18,236)	-	-	-	-	-	-	(18,236)	(6,236)
Appropriations to/from unrestricted funds	48,216	136,830	20,000	5,000	-	-	-	210,046	360,925
Balance, end of year	\$ 800,000	\$ 206,830	\$ 30,000	\$ 20,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 1,101,830	\$ 910,020

10. Economic dependence

The Association currently receives significant revenue in grants from Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. As a result, the Association is dependant upon the continuance of these grants to maintain operations at the current level.

11. Commitments

The Association is committed under contracts and leases for cell phones and office equipment over the next two years as follows:

2015	\$	5,611
2016		2,783

12. Risk management

The Association's principal financial assets are cash, accounts receivable and investments. The Association is exposed to credit risk with respect to these balances. The Association assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

Liquidity risk

Liquidity risk is the risk that the Association will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Association manages its liquidity risk by monitoring its operating requirements. The Association prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from 2013.

13. Comparative figures

Certain comparative figures have been reclassified to conform with current year's presentation.

Saskatchewan Soccer Association Inc.

Schedule 1 - Saskatchewan Lotteries Trust Funding

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Aboriginal Sport Enhancement Program Grant	\$ 78,993	\$ 5,089
Annual Funding	294,200	292,000
Coaching Capacity Grant	20,000	20,000
Membership Assistance Grant Payments	195,700	183,900
Sask Sport Hosting Grant	1,600	2,640
Student Athlete Award	27,000	27,000
University Athletic Assistance Program	40,500	32,400
	\$ 657,993	\$ 563,029

Schedule 2 - Self Help Revenue

For the year ended December 31, 2013 with comparative figures for 2012

	2014	2013
Internal		
Membership fees		
Affiliation	\$ 5,100	\$ 5,200
Coaches	38,068	36,752
Indoor	417,360	374,543
Outdoor	575,706	617,440
Referees	32,824	26,240
Capacity Building		
Administrative Fee	138	195
Forfeited bonds and deposits	4,600	6,250
Interest	17,109	11,670
Merchandise Sales	-	184
Support Programs	8,599	9,081
Participation		
Athlete Development	3,647	10,031
Coaching Development	72,590	67,565
Competition	68,425	55,700
Officials Development	31,935	29,655
Excellence		
Athlete Development	300,343	354,141
Coaching Development	1,250	1,950
Competition	234,474	276,804
External		
Sponsorship		
Sponsorship	14,400	19,185
Conexus (schedule 8)	30,000	-
Grants		
Community Initiative Fund Grant (schedule 8)	40,000	-
Government Employment Grant	-	2,000
Participating Non-Profit Community Group Program (PNPCG)	10,720	10,720
	\$ 1,907,288	\$ 1,915,306

Saskatchewan Soccer Association Inc.

Schedule 3 - Administration Expenses

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Amortization	\$ 14,619	\$ 4,100
Audit	12,650	12,520
Bank & Finance Charges	12,716	11,595
Bookkeeping	5,132	5,784
Insurance	45,031	42,803
Legal	21	30
Office Operations	82,876	64,487
Recruitment	-	3,300
Salaries and Benefits	168,019	166,332
	\$ 341,064	\$ 310,951

Schedule 4 - Capacity/Interaction Expenses

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Awards and Recognition	\$ 19,574	\$ 9,273
Meetings	26,595	34,450
Planning	3,949	2,980
Positioning and Development		
Communications	34,737	47,634
Funds Development	1,466	932
Marketing and Promotions	13,698	14,145
Salaries and Benefits	119,678	114,886
Volunteer and Leadship Development	36,923	19,150
	\$ 256,620	\$ 243,450

Schedule 5 - Participation Expenses

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Athlete Development		
Introductory Programs	\$ 214,281	\$ 197,691
Underrepresented Populations		
Underrepresented	7,303	18,336
Soccer Jam (schedule 8)	78,547	-
Coaching Development	45,261	52,930
Competition		
Indoor	46,753	19,078
Outdoor	49,623	44,267
Sask Summer Games	345	-
Officials Development	18,819	15,671
Salaries and Benefits	150,984	142,179
	\$ 611,916	\$ 490,152

Saskatchewan Soccer Association Inc.

Schedule 6 - Excellence Expenses

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Athlete Development		
Athlete Assistance	\$ 19,718	\$ 20,245
Centre of Excellence	-	3,230
High Performance Development Centre	81,482	36,835
Indoor Showcase League	26,296	14,324
Saskatchewan/Manitoba Program	-	42,615
Training to Compete	48,149	105,864
Training to Train Stage 2	86,200	58,950
Training to Train Stage 1	86,106	54,061
Competition		
Multi-sport	30,438	124,531
Nationals	142,574	101,274
Premier Soccer League	70,670	50,917
Coaching Development	-	1,162
Officials Development	60,323	59,415
Salaries & Benefits	134,969	145,345
Sport Medicine & Science	9,537	7,160
	\$ 796,462	\$ 825,928

Schedule 7 - Categorical Grant Expenses

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Categorical Grants		
Aboriginal Sport Enhancement Program	\$ 78,993	\$ 5,089
Coach Capacity Grant	20,000	-
Hosting Grant	1,600	2,640
Member Assistance Grant Payments (schedule 9)	195,700	183,900
Student Athlete Award	27,000	27,000
University Athletic Assistance Program	40,500	32,400
	\$ 363,793	\$ 251,029

Schedule 8 - Soccer Jam

For the year ended December 31, 2014 with comparative figures for 2013

	Conexus	Community Initiative Fund	2014 Total	2013 Total
Revenue	\$ 30,000	\$ 40,000	\$ 70,000	\$ -
Expenses				
Advertising and Administration	-	8,046	8,046	-
Equipment	18,294	23,298	41,592	-
Facilities	-	303	303	-
Honoraria	11,990	10,550	22,540	-
Meals, Accommodation and Travel	291	5,775	6,067	-
	30,575	47,973	78,547	-
	\$ (575)	\$ (7,973)	\$ (8,547)	\$ -

Saskatchewan Soccer Association Inc.

Schedule 9 - Membership Assistance Grant Payments

For the year ended December 31, 2014 with comparative figures for 2013

	2014	2013
Battleford & District Senior Soccer	\$ 1,733	\$ -
Battleford Youth Soccer Association	4,001	5,000
Broadview Soccer	500	1,526
Carlton Trail Soccer Association	3,035	2,000
Central Saskatchewan Futsal Liga	-	1,000
Eastend Soccer Association	1,071	1,602
Estevan Youth Soccer Association	887	2,683
Grenfell Soccer Club	-	1,840
Kennedy Soccer Club	-	1,000
Kipling Soccer Association	1,066	-
Melfort Youth Soccer Association	3,727	4,549
Melville Soccer Association	1,000	1,725
Meridian Youth Soccer Association	9,868	9,336
Moose Jaw Soccer Association	9,506	11,245
Moose Mountain District	800	932
Naicam Soccer	-	706
Nipawin Outdoor Soccer	2,353	1,000
Odessa Recreation Association	-	594
Prince Albert Youth Soccer Association	9,746	12,000
Qu'Appelle Valley Soccer Association	4,199	2,939
Queen City United	1,000	-
Redvers Soccer Club	1,000	-
Regina Soccer Association	33,665	29,558
Regina Soccer Referees Association	1,000	-
Saskatoon Adult Soccer	22,123	21,500
Saskatoon District Soccer Referee Association	6,593	4,536
Saskatoon Youth Soccer Association	47,991	47,753
Shaunavon Soccer Association	1,200	500
Swift Current Soccer Association	4,021	9,366
Tisdale Soccer Association	1,286	-
United Soccer Organization	915	2,777
Valley Soccer Association	12,920	-
Vibank Recreation Board	1,549	-
Wawota Minor Soccer	1,134	1,517
Weyburn Soccer Association	3,292	1,665
Yorkton United FC	2,521	3,051
	\$ 195,700	\$ 183,900

The Saskatchewan Soccer Association would like to take this opportunity to recognize the support of our generous Sponsors. It is through their support, the SSA can continue to offer opportunities for people to play, excel and succeed.





PLAY ○ COACH ○ REFEREE ○ VOLUNTEER

The Saskatchewan Soccer Association

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