

SASKATCHEWAN  
**SOCCER**  
ASSOCIATION

**2016 ANNUAL REPORT**









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PROUD MEMBERS OF

**SASK SPORT INC**  
A Federation of Provincial Sport Governing Bodies











**THE SASKATCHEWAN SOCCER ASSOCIATION (SSA) IS THE DESIGNATED PROVINCIAL SPORT GOVERNING BODY 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 THE CSA AND SSA WITH THE MANDATE OF FOSTERING, DEVELOPING, AND PROMOTING SOCCER IN THE PROVINCE.**

## OUR VISION

To be a dynamic and innovative organization, enriching lives through the development of strong relationships and the delivery of soccer programs and services of the highest quality.

## OUR MISSION

To provide leadership and support in the delivery of first-class soccer programs and services in Saskatchewan, developing individuals, creating community, and supporting life-long participation in the sport.

## OUR VALUES

**PARTICIPANT-CENTRED:** our players, coaches, officials and volunteers are at the heart of everything we do.

**INNOVATION:** we seek to find new and creative approaches to developing the sport throughout the province.

**COLLABORATION:** we work together and with our key partners to achieve the goals of the Association.

**QUALITY:** we strive to achieve personal bests in everything that we do.

**INTEGRITY:** we believe in being open, transparent and honest in all of our interactions.

## 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.

## Message From The President - Len Chelack

**A**s we enter 2017, I would like to acknowledge the foundational work that occurred during the 2012-2016 Strategic Planning period, which has resulted in Saskatchewan being recognized as a leader in many areas of our operations.

Recently, Canada Soccer assessed all Provinces & Territories for compliance with nine governance standards. SSA was singled out for meeting all of the critical requirements and for being the role model for soccer governance in Canada. Since the SSA adopted a governance model, we have had unprecedented success, both on and off the pitch, and this has been noticed across the country.



Our governance framework and related materials are shared with others working to follow the path laid by the SSA. Driven by the strategic priorities, the SSA also has world-class organizational and technical plans, which external experts have lauded as some of the best they have seen, in fact, our overall technical system has been embraced within the proposed framework for soccer at the national level. As well, our major funding partner, Sask Sport Inc. has confirmed our success. Every three years Sask Sport Inc. holds comprehensive reviews of all aspects of each sport governing body's operations. We are proud that SSA scored 'good' or 'excellent' in 18 of 21 assessment targets and we have been rewarded with increased funding as a result.

Throughout 2016, the Board remained diligent in improving the foundation of our governance framework. The focus was on refining our membership structure and developing related amendments to the Articles of Incorporation and Bylaws. Wide spread member engagement through in-person consultations, surveys, and two major in-person Member consultations started in May and concluded October 23<sup>rd</sup>. Led by Paul Varian, the result was a truly collaborative effort which, we are confident, will result in the Articles and Bylaws being ratified at the 2017 Annual General Meeting. With new standards for bylaws and programming anticipated from Canada Soccer, the Board is committed to once again engaging Membership through a collaborative process which will continue in 2017 and 2018 as we work to enhance the bylaws even further.



## Message From The President - Len Chelack

2016 was a year of transition from one Strategic Plan to another. The 2017-2020 Strategic Plan challenges the SSA to do much more and a year of transition was essential to ensure we could prepare adequately for its implementation. This approach allowed the Board and Staff to develop and approve detailed operational plans, undertake financial costing and finalize budget and human resources strategies, which have prepared us for the delivery of the Plan and its objectives. The Plan focuses our energy in the areas that are most important to our success: Players, Coaches, Referees, Membership, Organization, and Community. It has measurable targets, which clearly outline a new path and guide the way, not only for the Board and Staff, but also for our Members. We are confident that Members will align their focus with the priorities of Plan and we will achieve excellence in all aspects of the Association.



Working together, we can continue to be an example for others to follow. I want to extend thanks to the Membership, the Board, and Staff for their quality work and unwavering dedication to the game this past year. In my first year as President, there were many highlights, including the hosting of the Canada Soccer Annual Meeting of Members, the advancement of comprehensive Board and Committee evaluation processes, extensive work on our Nominations and Board succession planning processes, and refinement of the Board and Committee annual calendar and work plans. I thank you for your support. I am very proud of all that has been accomplished and I am excited for the achievements that are sure to come in the years ahead.



## Executive Director's Report - Doug Pederson

The implementation of standards, with a focus on self-evaluation against identified performance targets, is being emphasized by our governing organizations, Canada Soccer and Sask Sport Inc., and this will be a primary focus for the SSA's efforts with Membership moving forward.



The 2017-2020 Strategic Plan provides the vision and identifies clear priorities to direct our collective energy. The Plan emphasizes key themes:

- ◇ Alignment of vision and the coordination of effort province wide to grow the game at all levels
- ◇ Establishing and communicating standards to guide our progress and support the continued refinement of strategy
- ◇ An unwavering focus on quality improvement through self-evaluation against the standards that have been set

With the 2012-2016 Strategic Plan completed, we are now seeing the dividends, and have positioned the Association for continued growth. We now have fully aligned and integrated Strategic and Operational Plans providing clear direction and guiding our activities. These plans are supported by detailed budget and work plans and a new staff structure. We will work hand in hand with Membership to grow our partnership. Our work this past year on refining our Membership structures has helped us to better understand that we need a system that responds to the varying needs of membership; whether they are small or large, recreational or competitive, urban or rural. Policy will be developed that establishes standards that respond to these differences.

2016 is a year worth celebrating. First and most importantly we take pride in active listening. We spent significant time consulting; whether through formal consultation, surveys or every day interactions, we want members to be aware that your thoughts, concerns and wishes are considered in the development of the plans that are now in place. We completed Member Organization, Youth and Adult surveys and held substantive consultations on the technical side. The result is that we have comprehensive long term plans in place to guide our work in Grassroots, Recreational, Competitive and High Performance participation streams and for Organizational Development.

We have been very active within your communities; in some cases, responding to crisis, and in others, providing guidance to Boards so that they can gain capacity allowing them to focus more energy on soccer and the needs of the athletes.





## Executive Director's Report - Doug Pederson

Our Grassroots Workshops and Member surveys led to the development of 20+ tools and templates, which are now in place to provide assistance in the development of all aspects of organizational delivery. On the Participation side, extensive support was provided in the execution of the Sask Summer Games in Estevan, and in preparation for the upcoming North American Indigenous Games.

Over 580 coaches received quality training in 46 courses delivered throughout all nine Sask Sport Districts last year. The *Soccer 101* program combining elements of coaching, refereeing and the rules of soccer was introduced and provided an introduction to soccer with smaller Member communities.

Our referee development programs were in great demand; with registrations growing, we have 15% more referees in more communities than ever before and our Saskatchewan Elite Referees Program (SERP) is developing our top referees to achieve new standards of excellence.

SSA was honored to host the first, non-FIFA Women's World Cup affiliated, FIFA *Live Your Goals* Festival in Canada, which saw close to 200 young female players in attendance and focussed on the development of our future female leaders. The impact of this event will be seen for many years to come.

While aligning to the direction and standards set by Canada Soccer, our High Performance programs continued to transition this year. Through extensive efforts, SSA is now recognized as a Canada Soccer Regional EXCEL (REX) Program for female players. This, combined with our partnership with the Vancouver Whitecaps FC for male High Performance programming, means that we have completed our excellence pathway. Our HP athletes are being recognized nationally and we are confident more will be wearing a Canada jersey in the near future.

I want to thank the membership for their support and ongoing passion to grow the game. As always, we appreciate and benefit from the wisdom and guidance of a very dedicated Board. We are re-building and welcome the new additions to an experienced staff team. Dave Nutt, Director of Soccer Operations will be leaving the SSA for Canada Soccer. He will be continuing work that has been initiated in Saskatchewan and we are confident that he will be major influencer in the game, now at the national level. We acknowledge and thank him for the tremendous impact he has had on soccer in Saskatchewan.



The one constant in soccer is change. We are prepared to respond and are confident in the direction that has been set. The future is bright!



# Message from Canada Soccer



The Canadian Soccer Association  
l'Association canadienne de soccer

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Ontario, Canada, K2P 1R2  
T 613-237-7678 F 613-237-1516

[canadasoccer.com](http://canadasoccer.com)

March 18, 2017

**RE: Letter from President Montagliani for the 2017 SSA AGM**

Dear Saskatchewan Soccer Association,

On behalf of Canada Soccer, thank you for your contributions to another great year for the sport in our country. As a leading soccer nation, Canada Soccer and its members including the Saskatchewan Soccer Association, are having a positive impact on the growth and development of the sport from coast to coast.

Across all levels, the opportunities that exist for young women aspiring to compete at the top levels of the game have never been more robust. The Women's National Team completed a feat unmatched in more than a century, repeating as Summer Olympic team medalists at the Rio 2016 Olympic Games. Currently fourth in the world among 211 FIFA member associations, the goal of being number one has never been more possible and it is programs like the Regional Excel Program (REX) that will ensure we reach that goal. This program and initiatives like the FIFA Live Your Goals clinic and leadership program for the REX members held in December 2016 in Saskatoon are important collaborations to ensure the continued growth and development of the sport in Saskatchewan for years to come.

Although the Men's National Team fell short of advancing to the final round of FIFA World Cup Qualifying, support for the team has never been higher, with a record setting 54,798 fans at BC Place in Vancouver to see Canada take on Mexico in March 2016 which was the largest-ever crowd for a Canadian national team in any sport. The new domestic ruling for MLS clubs ensuring Canadian players will be treated equal to US based players as well as the opportunity for sanctioned clubs to have the same opportunity to have their players treated as domestics within MLS will have a huge impact on the opportunities for our male players for years to come.

Our Leading Soccer Nation roadmap included a focus on technical development and the creation of a position that will pave the way for a new era in coach and player development in Canada. Canada Soccer's first-ever Director of Development joined the organization in the Fall 2016 with a mandate to continue and further expand the transformations that have been seen in other facets of the game.

As always, our provincial associations are an important partner in ensuring that we continue this momentum.

All the best for a successful 2017 as we continue to lead a soccer nation together.

Sincerely,

Victor Montagliani  
President







# Board of Directors & Organizational Standing Committees

## 2016-2017 Board of Directors

**Len Chelack**

President

**Lisa Bagonluri**

Vice-President

Chair, Governance Committee

**Leslie Blyth**

Past- President,  
Chair, Awards & Recognition  
Committee

**Leonard Lewko**

Chair, Audit and Finance  
Committee

**Steve Boodram**

Chair, Risk Management  
Committee

**Kelly Rawlings**

Chair, Nominations  
Committee

**Jeff Humm**

Director

**Andy Sears**

Director

**Andrea Schmalz**

Director

**Marianne Schneider**

Director

**Angella Pinay**

Director



## Standing Committees

### Governance

Lisa Bagonluri - Chair

Jeff Humm

Andy Sears

Leonard Lewko

Steve Boodram

Kelly Rawlings

Len Chelack- Ex-officio

Doug Pederson - Non-voting

### Risk Management

Steve Boodram - Chair

Jeff Humm

Andy Sears

Kelly Rawlings

Marianne Schneider

Len Chelack - Ex-officio

Doug Pederson – Non-voting

### Awards & Recognition

Leslie Blyth - Chair

Angella Pinay

Andrea Schmalz

Marianne Schneider

Lisa Bagonluri - Ex-officio

Doug Pederson – Non-voting

Jen Ellarma – Staff Advisor

### Audit and Finance

Leonard Lewko - Chair

Angella Pinay

Marianne Schneider

Kristi Baxter– External

Kevin Kobialka– Expert

Jeannette Kuc– Expert

Len Chelack - Ex-officio

Doug Pederson - Non-voting

### Nominations

Kelly Rawlings – Chair

Angella Pinay

Andrea Schmalz

Leslie Blyth

Lisa Bagonluri

Len Chelack - Ex-officio





# 20 Regular & 43 Associate



### REGULAR

- ◇ Battleford & District Senior Soccer
- ◇ Battleford Youth Soccer Association
- ◇ Estevan Youth and Mini Soccer Association
- ◇ Humboldt & District Soccer Association
- ◇ Kindersley Soccer Association
- ◇ Lloydminster & District Soccer Association
- ◇ Melfort Youth Soccer Association
- ◇ Meridian Youth Soccer Association
- ◇ Moose Jaw Soccer Association
- ◇ Prince Albert Youth Soccer Association
- ◇ Prince Albert Senior Soccer Association
- ◇ Qu'Appelle Valley Soccer Association
- ◇ Regina Soccer Association
- ◇ Regina United Futsal Federation
- ◇ Saskatoon Adult Soccer
- ◇ Saskatoon Youth Soccer Inc.
- ◇ Swift Current Soccer Association
- ◇ Valley Soccer Association
- ◇ Weyburn Soccer Association
- ◇ Yorkton United F.C.

### ASSOCIATE

- |  |                                      |  |
|--|--------------------------------------|--|
| ◆ Astra Academy                          | ◆ Maple Creek Youth                  | ◆ Saskatoon & District Referee Association |
| ◆ Broadview Soccer                       | ◆ Meadow Lake Senior (Co-ed) Soccer  | ◆ Saskatoon Futsal Association             |
| ◆ Canora Soccer                          | ◆ Meadow Lake Youth Soccer           | ◆ Shaunavon Soccer                         |
| ◆ Choiceland Soccer                      | ◆ Melville Soccer                    | ◆ Springside Minor Sports                  |
| ◆ Eastend Soccer                         | ◆ Montmartre & District Soccer       | ◆ Stoughton Soccer Club                    |
| ◆ Esterhazy Soccer                       | ◆ Moose Mountain Soccer              | ◆ Tisdale Soccer                           |
| ◆ Estevan Senior Soccer Association      | ◆ Moosomin Soccer Association        | ◆ United Soccer Organization (Langenburg)  |
| ◆ Ginga Futebol Academy                  | ◆ Nipawin Soccer (Indoor)            | ◆ University of Regina                     |
| ◆ Grenfell Soccer                        | ◆ Nipawin Soccer (Outdoor)           | ◆ University of Saskatchewan               |
| ◆ Ile-a-la-Crosse Friendship Centre Inc. | ◆ Oxbow Youth Soccer                 | ◆ Vibank Soccer                            |
| ◆ JJ Soccer                              | ◆ Phantom Lake Soccer Club           | ◆ Wawota Youth Soccer                      |
| ◆ Kennedy/Langbank Soccer Club           | ◆ Queen City United Soccer           | ◆ Whitewood Soccer                         |
| ◆ Kipling Soccer                         | ◆ Redvers Soccer Club                | ◆ Wolseley Soccer Club                     |
| ◆ La Loche Minor Sports Inc.             | ◆ Regina Soccer Referees Association |  |
| ◆ Lanigan & District Soccer              | ◆ Rocanville Soccer                  |  |



# Celebrating Our History

## Life Members

Doug Knott

Dale Perry

S. W. Magill

Bob Rohachuk

Allen Bibby

John Leyshon

Henk Koopman

Cedric Gillott

David 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

Don Story

James Huber

## David Newsham Award Winners

1985 Henk Ruys

1986 Doug Knott

1987 Cedric Gillott

1988 Raymond Jones

1989 Henk Koopman

1990 Bill Kerr

1991 Not awarded

1992 Ross Wilson

1993 Klass Post

1994 Paul Caves

1995 David Herbert

1996 Ken Billows

1997 Andy Sharpe

1998 Ed Horn

1999 David Jenkins (Cudworth, SK)

2000 Tom Wieclawski

2001 Al Day

2002 Bob Maltman

2003 Dale Perry

2004 Percy Hoff

2005 Bob Rohachuk

2006 Jim Nicholson

2007 Esther Dupperon

2008 Bruce Cowan

2009 John Leyshon

2010 Rob Newman

2011 Brett Mario

2012 Huw Morris

2013 David Jenkins  
(Vibank, SK)

2014 Jeannette Kuc

2015 Don Findlay

## SSA Volunteer of the Year

### Award Recipients

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 Bassett

2014 Norma Ursulan

2015 Leslie Blyth

## Sask. Sports Hall of Fame

### Inductees

David Greyeyes

John Hayes

Henk Ruys

Norman Sheldon

Kevin Holness

Prince Albert City Football Club  
(1907 and 1939)



# Celebrating Our Achievements, Merits & Contributions

**I**N March 2016, the provincial soccer community came together in Saskatoon to celebrate the successes of the game's up and comers, veterans, officials and supporters in 2015.

The SSA Recognition and Technical Awards Celebration is an opportunity for members within the community to collectively share in the accomplishments of the players, teams, coaches, referees, and volunteers from all over Saskatchewan. Technical Awards were based on a Nomination process, where members from the entire SSA community can bring forth names of individuals who have had a significant year in 2014. Nominations were considered by the Technical Committee and a slate of winners and nominees were accepted and announced. The Premier Soccer League Golden Boot and Shutout Awards were awarded to the player(s) in each age and gender category, for their respective accomplishments.

Volunteer of the Year and the David Newsham Award are the most prestigious awards presented by the Saskatchewan Soccer Association. Award nominations are reviewed by the Board of Directors Awards and Recognition Committee and selections are presented to the Membership during the Banquet.



## **2015 PSL Awards**

### Under 14 Boys

#### **Golden Boot**

Nick Fetsch, Yorkton United

#### **Shutouts**

Ethan Jaster, FC Regina

Emmett Steadman, FC Regina

Jordan Hangs, Lakewood

Atletico

### Under 14 Girls

#### **Golden Boot**

Olivia Gables, FC Regina

#### **Shutouts**

Delaney Epp, FC Regina

### Under 16 Boys

#### **Golden Boot**

Roderigo Santamaria, FC

Regina Spencer Steele, QC

United

#### **Shutouts**

Zach Shearer, QC United

### Under 16 Girls

#### **Golden Boot**

Emma Manson, PA Celtics

#### **Shutouts**

Hope Pelk, PA Celtics

## **2015 SSA Technical & Recognition Awards Recipients**

Youth Female Player of the Year

**Sarah Ochitwa, Saskatoon**

Youth Male Player of the Year

**Kelly Lowry, Regina**

Senior Female Player of the Year

**Meagan Manson, Prince Albert**

Senior Male Player of the Year

**Garrett Peters, Regina**

Youth Coach of the Year

**Edmund Mupondwa, Saskatoon**

Senior Coach of the Year

**Jerson Barandica-Hamilton,  
Saskatoon**

Grassroots Coach of the Year

**Shelley Krahenbil, Regina**

Grassroots Player of the Year

**Kendra Varjassy, Yorkton**

Grassroots Team of the Year

**Battleford Santos U-16 Boys,  
North Battleford**

Youth Team of the Year

**Lakewood Atletico U14 Boys,  
Saskatoon**

Senior Team of the Year

**University of Saskatchewan Huskies  
Women, Saskatoon**

Grassroots Referee of the Year

**Zach Wagner, Lloydminster**

Referee of the Year

**Chris Coxon, Saskatoon**

Volunteer of the Year

**Leslie Blyth, Regina**

David Newsham Award

**Don Findlay, Regina**





# 2016 Provincial and National Results

## Soccer For Life Indoor Youth 6-Aside

### Provincial Championships

**U-14 Girls** - Hollandia Clark, Saskatoon

**U-14 Boys** - Lloydminster GMACK Drillers, Lloydminster

**U-16 Girls** - SUSC Smitty's, Saskatoon

**U-16 Boys** - Humboldt Hurricanes, Humboldt

**561** Players in Attendance

**123** Coaches in Attendance

**26** Officials in Attendance



## Soccer For Life Indoor Youth 11-Aside

### Provincial Championships

**U-14 Girls** - Lakewood Marvel, Saskatoon

**U-14 Boys** - Yorkton United, Yorkton

**U-16 Girls** - Swift Current United, Swift Current

**U-16 Boys** - Yorkton United, Yorkton

**U-18 Girls** - Swift Current United

**U-18 Boys** - Yorkton United, Yorkton

**743** Players in Attendance

**111** Coaches in Attendance

**25** Officials in Attendance



## Soccer For Life Indoor Youth 8-Aside Provincial

### Championships

**U-14 Girls** - FCR Navy, Regina

**U-14 Boys** - Eastside United, Saskatoon

**U-16 Girls** - PA Celtics, Prince Albert

**U-16 Boys** - QC United, Regina

**U-18 Girls** - Yorkton United, Yorkton

**U-18 Boys** - FC Regina, Regina

**558** Players in Attendance

**113** Coaches in Attendance

**27** Officials in Attendance



## Soccer For Life Outdoor Senior Provincial Championships

**Women** - Athletics

**Men** - LRUSP, Lloydminster

**Masters** - FC Regina, Regina

**231** Players in Attendance

**31** Coaches in Attendance

**15** Officials in Attendance





# 2016 Provincial and National Results



## 2016 Saskatchewan Open Cup

**Men** - HUSA Alumni, Saskatoon

**Women** - SK Impact, Saskatoon

**40** Players

**7** Coaches



## 2016 Premier Soccer League

**U-14 Girls** - FC Regina, Regina

**U-14 Boys** - Eastside FC, Saskatoon

**U-16 Girls** - FC Regina, Regina

**U-16 Boys** - QC United, Regina

**U-18 Girls** - SK Celtics, Prince Albert

**U-18 Boys** - FC Regina, Regina

**381** Players in Attendance

**116** Coaches in Attendance

**39** Officials in Attendance



## Canada Soccer Association National Club Championships

Event	Representative	Community	Result
Under 14 Girls	FC Regina	Regina	6th Place
Under 14 Boys	Eastside	Saskatoon	8th Place
Under 16 Girls	FC Regina	Regina	8th Place
Under 16 Boys	QC United	Regina	9th Place
Under 18 Girls	SK Celtics	Prince Albert	9th Place
Under 18 Boys	FC Regina	Saskatoon	9th Place
Senior Women	SK Impact	Saskatoon	7th Place
Senior Men	HUSA Alumni	Saskatoon	4th Place
Classics Women	FC Regina	Regina	5th Place
Masters Men	FC Regina	Regina	4th Place



# 2016 Organizational Outcomes



## ***Soccer Operations***

- ◇ Completed and released the High Performance Training Centre and Dedicated Players Program sanctioning criteria to replace the existing Centre of Excellence documentation
- ◇ Developed the High Performance Training Centre and Dedicated Players Program Application Manual, which provides Information Sheets, Templates and Samples to support the application process
- ◇ Developed new application process for High Performance Training Centre and Dedicated Players Program which provides a clear approach and reasonable timelines to support the sanctioning process
- ◇ Developed and released the High Performance Showcase Series document to guide the development of a standards-based high performance league in Saskatchewan
- ◇ Partnered with the Vancouver Whitecaps FC to provide a male peak performance program aligned to the professional MLS club and confirm the placement of the remaining Whitecaps Academy – Saskatchewan within the SSA Player Pathway
- ◇ Completed and released the Competitive Stream Plan 2017-2020
- ◇ Provincial (formerly Premier) Soccer League has been reinvented as a focal point of the Competitive Stream with enhanced participation and service
- ◇ First ever SSA Futsal Festival was delivered over November 25 and 26 in Saskatoon and overseen by Kyt Selaidopoulos, Canada Soccer National Futsal Team Head Coach. The Festival included a coach development workshop, youth festival and national team identification event and impacted 97 individuals
- ◇ Developed new framework for Member and Organizational Development Plan aligned to Strategic Plan 2017-2020 and including Organizational and Technical Components, which is built on a foundation of Technical Planning, Technical Leadership and Alignment
- ◇ Framework developed for Technical Planning for Member Organizations and a competency-based Technical Leaders program
- ◇ Developed SSA Recommended Game Formats and Rules Template Framework for use by Member Organizations and to standardize game play throughout Saskatchewan
- ◇ Developed framework for SSA Strategic-Operational Planning aligned to Strategic Plan 2017-2020
- ◇ Successfully delivered FIFA Live Your Goals Festival, impacting young female leaders and players and garnering significant positive media attention for the SSA



## SSA Leadership

- ◇ Significant engagement of Membership contributed to the clarification and reform of membership structures and related bylaws
- ◇ Successfully hosted the Canada Soccer Annual Meeting of Members
- ◇ SSA positioned to have fully aligned and integrated Strategic, Strategic-Operational, and Operational (Program, Budget and Work Plan) Plans guiding activities and direction for the period of 2017-2020
- ◇ SSA expanded full-time staff capacity from 10 to 12 to increase the frequency of member interactions and elevate the level of quality in service delivery
- ◇ Partnership with Sask Sport supports staff expansion strategy
- ◇ Membership fees maintained at current rates, for Outdoor registration since 2012 and Indoor since 2014 respectfully
- ◇ Financial security increased and the highest level of accountability standards were again confirmed by the audit process
- ◇ Nominations and Board Succession planning processes and policies resulted in five Director candidates running for election
- ◇ SSA staff responded to requests for support by members in crisis, managing urgent and/or challenging circumstances



## Member Relations & Registration

- ◇ Long term targets for GOALLINE activation are nearing completion
- ◇ 85% of Regular Members engaged on GOALLINE
- ◇ 65% of Associate Members engaged on GOALLINE
- ◇ Approximately 85% of the SSA's players and team personnel were registered through GOALLINE in 2016
- ◇ 100% of Referees were registered on GOALLINE in 2016
- ◇ 117 Travel Permits administered in 2016
- ◇ Completed transition of SSA Website to GOALLINE 'Responsive' design; review and update to member driven content for continuity and clarity completed

# 2016 Organizational Outcomes

## *High Performance*

- ◇ Thomas Hasel (Saskatoon) was selected to the Canada Soccer Men's U-18 National Team roster and travelled to El Salvador for competition in preparation for the CONCACAF U20 Championship in 2017. Thomas has also relocated to Vancouver for full-time participation in the Vancouver Whitecaps Residency program. Thomas is the first male player from Saskatchewan to be selected to a youth national team program in nearly 10 years
- ◇ Rodrigo Santamaria (Regina) was selected to the El Salvador Men's U-17 National Team roster for the CONCACAF U17 Championship Qualifying tournament
- ◇ Brett Levis signed an MLS contract with the Vancouver Whitecaps and made his MLS debut in 2016
- ◇ Sarah Ochitwa was an injury reserve athlete for the Canada Soccer Women's U-20 National Team for the FIFA U20 Women's World Cup. Sarah signed with Illinois State (NCAA Division I) and is projected to start at right-back in September, 2017
- ◇ Taylor Bubnick and Jacqueline Altrogge resided in Swansea, Wales and played in the Welsh Women's Premier League, earning a Welsh Women's Cup gold medal
- ◇ Brynn Nash, Claudia Erikson, and Alexandra Labach travelled to Swansea on trial, with Brynn invited to return in early 2017
- ◇ SSA was awarded with an official certification as a Regional Excel Centre (REX). Saskatchewan athletes benefit from the National development system and identified athletes have the opportunity to be part of National projects and/or National Team events
- ◇ Training to Train Combine allowed for successful piloting of athlete testing protocols and 11-a-side match play in advance of the High Performance Showcase Series launch in January 2017
- ◇ Learning Facilitator training was delivered for the new C-License course in August 2016 and the first C-License Part 1 course was held in November with 28 coaches participating

## *Competitions and Referee Development*

- ◇ Five referees from Saskatchewan Elite Referees Program (SERP) and Candidates Program advanced to a higher level of certification in 2016
- ◇ Chantal Boudreau becomes first SSA Referee to officiate in a FIFA World Cup
- ◇ SSA had representation in all Canada Soccer National and Regional Championships for the second consecutive year
- ◇ University of Saskatchewan Women qualified for the CIS Championship for the first time in program history winning the Consolation Match to finish 5<sup>th</sup>
- ◇ SSA referee registration numbers increased from 517 to 594 (15%).
- ◇ Ethan Bent was selected to attend Canada Soccer U18 Club Nationals for assessment for inclusion on National List
- ◇ Three instructors have graduated from the mentorship program and are now District Level Instructors
- ◇ Due to targeted recruitment, three teams participated in the Soccer for Life Women's Provincial Championship, marking the first time this competition has been delivered since 2012
- ◇ Referee Education Sessions were delivered in 5 communities to increase the level of knowledge and understanding of officiating and provide on-going development opportunities outside of formal clinics.
- ◇ Referee training was provided in a northern community (Ile-a-la-Crosse) to support the development of new soccer programming



## Communications & Funds Development

- ◇ Developed and implemented Funds Development Strategy around SSA Events and Services delivery
- ◇ SSA increased media coverage of SSA-based program delivery, increased connection with members and fans through the use of social media and website (39% increase in Facebook Page likes; 103% increase in Twitter Impressions)
- ◇ SSA strengthened its branding awareness amongst members and external stakeholders
- ◇ Hosted two Media Conference events, which helped to develop relationships with media counterparts; Successfully hosted several celebrations and meetings to increase interactions with members.



## Member Services

- ◇ Through Grassroots Workshops, met every request from interested Member Organization and completed the initial Member Organization Survey
- ◇ Completed targeted work with Member Organizations to strengthen their governance framework
- ◇ Developed and released a suite of tools to support Member and Organizational Development. Package of tools provides comprehensive assistance to many aspects of organizational delivery
- ◇ Initial delivery of Grassroots Workshops Technical Portions were successful and laid groundwork for future success
- ◇ Developed framework and saw initial success in the delivery of the Youth, Adult, and Women's strategies

## Sport for All

- ◇ Oversaw the preparation and successful delivery of the Saskatchewan Summer Games in Estevan, which included participation by over 250 athletes and 50 team personnel
- ◇ Implemented a new scoring format and more appropriate field size for the Saskatchewan Summer Games, which were very well received by the participants
- ◇ Oversaw the development, organization and was on-site to support NAIG Player ID Weekends, which attracted over 400 players and led to the selection of training groups of 26-30 players per team
- ◇ Oversaw the training of 581 coaches through 46 courses delivered in all nine Sask Sport Districts
- ◇ Oversaw the delivery of 23 player and school camps, which impacted 1090 participants, many of whom come from under-represented populations



# Registrar's Report

	Player, Team Personal & Officials			Player, Team Personnel & Officials			Player & Team Personnel			Player, Team Personnel & Officials				
Membership Totals	COMBINED			Outdoor			Indoor			Five year analysis				
Regular Members	2016	2015	+/-	2016	2015	+/-	2016	2015	+/-	2016	2015	2014	2013	2012
14-40 Soccer Inc.	0	497	-497	0	497	-497	0	0	0	0	497	343	391	426
Battleford & District Senior Soccer	225	385	-160	225	385	-160	0	0	0	225	385	283	325	422
Battleford Youth Soccer Inc.	1022	761	261	663	542	121	359	219	140	1022	761	837	1269	1278
Carlton Trail Soccer Association	0	636	-636	0	498	-498	0	138	-138	0	636	752	670	662
Estevan Youth & Mini Soccer Association	198	110	88	198	110	88	0	0	0	198	110	175	244	276
Humboldt and District Soccer Association	444	0	444	329	0	329	115	0	115	444	0	0	0	0
Kindersley Soccer Association	279	234	45	185	175	10	94	59	35	279	234	263	277	121
Lloydminster & District Senior Soccer	536	604	-68	289	291	-2	247	313	-66	536	604	662	559	607
Melfort Youth Soccer Association	353	404	-51	266	267	-1	87	137	-50	353	404	447	356	519
Meridian Youth Soccer Association	1321	1341	-20	920	925	-5	401	416	-15	1321	1341	1475	1483	1509
Moose Jaw Soccer Association	1016	1098	-82	633	742	-109	383	356	27	1016	1098	1258	1317	1222
Prince Albert Senior Soccer Association	259	267	-8	124	120	4	135	147	-12	259	267	250	402	419
Prince Albert Youth Soccer Association	2016	2088	-72	1135	1218	-83	881	870	11	2016	2088	2040	2139	2308
Qu'Appelle Valley Soccer Association	1015	1013	2	1015	1013	2	0	0	0	1015	1013	921	892	853
Regina Soccer Association	6426	6691	-265	2987	3107	-120	3439	3584	-145	6426	6691	7276	7021	7148
Regina United Futsal Federation	68	0	68	32	0	32	36	0	36	68	0	0	0	0
Saskatoon Adult Soccer	6519	7036	-517	2800	3001	-201	3719	4035	-316	6519	7036	6813	7659	6827
Saskatoon Youth Soccer Inc.	9276	9352	-76	5858	5851	7	3418	3501	-83	9276	9352	9669	10086	10141
Swift Current Soccer Association	1153	1150	3	804	795	9	349	355	-6	1153	1150	1126	1201	1230
Valley Soccer Association	2681	2663	18	2360	2357	3	321	306	15	2681	2663	2704	2469	2088
Weyburn Soccer Association	623	690	-67	563	629	-66	60	61	-1	623	690	771	800	350
Yorkton United	1011	883	128	583	495	88	428	388	40	1011	883	873	739	693
<b>Regular Members Totals</b>	<b>36441</b>	<b>37903</b>	<b>-1462</b>	<b>21969</b>	<b>23018</b>	<b>-1049</b>	<b>14472</b>	<b>14885</b>	<b>-413</b>	<b>36441</b>	<b>37903</b>	<b>38938</b>	<b>40299</b>	<b>39099</b>
% Total Membership	84%	86%		78%	81%		94%	95%		84%	86%	90%	88%	93%
% Change from Previous Year	-4%			-5%			-3%			-4%	-3%	-3%	3%	21%

First Nations Tribal Council	1585	1775	-190	1585	1750	-165	0	25	-25	1585	1775	191	2210	240
% Total Membership	4%	4%		6%	6%		0%	0%		4%	4%	0%	5%	1%

**\*Member Organizations aligned to the right were not SSA members in 2016, but have registered participants in the last 5 years.**





# Registrar's Report

	COMBINED			Outdoor			Indoor			Five year analysis				
Associate Members	2016	2015	+/-	2016	2015	+/-	2016	2015	+/-	2016	2015	2014	2013	2012
Astra Academy	3	0	3	3	0	3	0	0	0	3	0	0	77	60
BATC	0	0	0	0	0	0	0	0	0	0	0	0	32	12
Broadview Soccer Club	69	55	14	69	55	14	0	0	0	69	55	53	40	33
Canora Soccer Club	83	68	15	83	68	15	0	0	0	83	68	58	59	63
Central Sask Futsal Liga	0	13	-13	0	0	0	0	13	-13	0	13	25	53	0
Choiceland Soccer Club	55	58	-3	55	58	-3	0	0	0	55	58	60	51	0
Eastend Soccer Club	46	56	-10	46	56	-10	0	0	0	46	56	70	56	65
Esterhazy Soccer	168	128	40	168	128	40	0	0	0	168	128	123	88	65
Estevan Senior Soccer Association	101	107	-6	101	107	-6	0	0	0	101	107	77	0	19
Ginga Academy	143	80	63	41	37	4	102	43	59	143	80	66	0	0
Grenfell Soccer Club	34	45	-11	34	45	-11	0	0	0	34	45	73	114	73
Ile a la Crosse Friendship Centre	213	0	213	213	0	213	0	0	0	213	0	0	0	0
JJ Soccer	325	307	18	206	201	5	119	106	13	325	307	107	0	0
Kamsack Soccer Club	0	0	0	0	0	0	0	0	0	0	0	0	0	15
Kennedy Soccer	19	0	19	19	0	19	0	0	0	19	0	0	29	0
Kipling Soccer Club	134	124	10	134	124	10	0	0	0	134	124	140	130	121
La Loche Minor Sports	84	0	84	84	0	84	0	0	0	84	0	0	0	0
Lanigan & District Soccer	238	0	238	238	0	238	0	0	0	238	0	0	0	0
Maple Creek Youth	96	92	4	96	92	4	0	0	0	96	92	93	118	117
Meadow Lake & District Youth Soccer	250	228	22	250	198	52	0	30	-30	250	228	377	392	456
Meadow Lake Senior	60	73	-13	0	0	0	60	73	-13	60	73	75	71	0
Melville Soccer Club	150	179	-29	150	179	-29	0	0	0	150	179	203	110	137
Montmartre & District Soccer	101	95	6	101	95	6	0	0	0	101	95	104	83	105
Moose Mountain Soccer	108	133	-25	108	133	-25	0	0	0	108	133	112	127	88
Moosomin Soccer Association	203	162	41	203	162	41	0	0	0	203	162	132	132	146
Naicam (Indoor)	0	0	0	0	0	0	0	0	0	0	0	11	17	0
Nipawin Soccer (Indoor)	93	89	4	0	0	0	93	89	4	93	89	102	93	106
Nipawin Soccer (Outdoor)	230	235	-5	230	235	-5	0	0	0	230	235	174	202	0
Odessa Recreation Assoc.	0	0	0	0	0	0	0	0	0	0	0	0	14	19
Oxbow Youth Soccer	102	82	20	102	82	20	0	0	0	102	82	83	89	0
QC United Soccer	748	631	117	314	328	-14	434	303	131	748	631	306	0	0
Redvers	143	124	19	143	124	19	0	0	0	143	124	76	0	0
Regina Soccer Referees Association	125	127	-2	125	127	-2	0	0	0	125	127	99	112	0
Rocanville Soccer Club	123	111	12	123	111	12	0	0	0	123	111	107	102	120
Saltcoats Soccer	0	0	0	0	0	0	0	0	0	0	0	0	0	33
Saskatoon & Districts Soccer Refs. Assoc.	128	120	8	128	120	8	0	0	0	128	120	117	120	0
Saskatoon Futsal League	79	17	62	1	0	1	78	17	61	79	17	0	0	0
Shaunavon Soccer	101	126	-25	101	126	-25	0	0	0	101	126	220	128	143
Spiritwood JR Soccer	0	0	0	0	0	0	0	0	0	0	0	0	0	66
Springside Soccer Club	28	40	-12	28	40	-12	0	0	0	28	40	0	0	0
Stoughton	103	67	36	103	67	36	0	0	0	103	67	0	0	0
Tisdale Soccer Club	174	162	12	113	70	43	61	92	-31	174	162	158	122	210
Tompkins	0	0	0	0	0	0	0	0	0	0	0	32	0	0
United Soccer Organization (Langenburg)	196	170	26	196	170	26	0	0	0	196	170	154	157	150
University of Regina	12	10	2	0	0	0	12	10	2	12	10	24	0	0
University of Saskatchewan	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vibank Soccer	90	136	-46	90	136	-46	0	0	0	90	136	118	88	69
Wapella Soccer Association	0	0	0	0	0	0	0	0	0	0	0	0	21	40
Wawota Minor Soccer	71	40	31	71	40	31	0	0	0	71	40	54	42	22
Whitewood Soccer Association	60	90	-30	60	90	-30	0	0	0	60	90	90	87	111
Wolseley Soccer	102	118	-16	102	118	-16	0	0	0	102	118	109	98	118
Other	61	2	59	19	1	18	42	1	41	61	2	2	23	40
<b>Associate Members Totals</b>	<b>5452</b>	<b>4500</b>	<b>952</b>	<b>4451</b>	<b>3723</b>	<b>728</b>	<b>1001</b>	<b>777</b>	<b>224</b>	<b>5452</b>	<b>4500</b>	<b>3984</b>	<b>3277</b>	<b>2822</b>
% Total Membership	13%	10%		16%	13%		6%	5%		13%	10%	9%	7%	7%
% Change from Previous Year	21%			20%			29%			21%	13%	22%	16%	31%
<b>Regular, Associate and FSIN Total</b>	<b>43478</b>	<b>44178</b>	<b>-700</b>	<b>28005</b>	<b>28491</b>	<b>-486</b>	<b>15473</b>	<b>15687</b>	<b>-214</b>	<b>43478</b>	<b>44178</b>	<b>43113</b>	<b>45786</b>	<b>42161</b>
% Change from Previous Year	-1.6%			-2%			-1%			-1.58%	2.47%	-5.84%	8.60%	22.27%
<b>Regular and Associate Total</b>	<b>41893</b>	<b>42403</b>	<b>-510</b>	<b>26420</b>	<b>26741</b>	<b>-321</b>	<b>15473</b>	<b>15662</b>	<b>-189</b>	<b>41893</b>	<b>42403</b>	<b>42922</b>	<b>43576</b>	<b>41921</b>
% Change from Previous Year	-510			-321			-189			-1.20%	-1.21%	-1.50%	3.95%	21.58%

\*Member Organizations aligned to the right were not SSA members in 2016, but have registered participants in the last 5 years.

# Registrar's Report

## Five Year Registration Analysis

Outdoor	2012	2013	2014	2015	2016	% Change 16v15	5 Year Avg	High	Low	CAGR
Mini	10746	12181	12139	12122	12183	0.5%	11874	12183	10746	3.2%
Youth	6533	6363	6171	6066	6022	-0.7%	6231	6533	6022	-2.0%
Senior	5951	6015	5505	5860	5454	-6.9%	5757	6015	5454	-2.2%
Team Personnel	2304	2295	2325	2176	2167	-0.4%	2253	2325	2167	-1.5%
FSIN (All Ages)	240	2210	71	1750	1585	-9.4%	1171	2210	71	
Referees	464	423	441	517	594	14.9%	488	594	423	6.4%
<b>Outdoor Total</b>	<b>26238</b>	<b>29487</b>	<b>26652</b>	<b>28491</b>	<b>28005</b>	<b>-1.71%</b>	<b>27775</b>	<b>29487</b>	<b>26238</b>	<b>1.6%</b>
Net Change	3054	3249	-2835	1839	-486					
% Change	13.2%	12.4%	-9.6%	6.9%	-1.7%					
Indoor	2012	2013	2014	2015	2016	% Change 16v15	5 Year Avg	High	Low	CAGR
Mini	3606	3813	4007	3887	3745	-3.7%	3812	4007	3606	1.0%
Youth	3777	3845	3849	3727	3972	6.6%	3834	3972	3727	1.3%
Senior	6502	7310	7100	6968	6501	-6.7%	6876	7310	6501	0.0%
Team Personnel	2038	1331	1385	1080	1255	16.2%	1418	2038	1080	-11.4%
FSIN (All Ages)			120	25	0		48	120	0	
<b>Indoor Total</b>	<b>15923</b>	<b>16299</b>	<b>16461</b>	<b>15687</b>	<b>15473</b>	<b>-1.4%</b>	<b>15940</b>	<b>16461</b>	<b>15473</b>	<b>-0.7%</b>
Net Change	2772	376	162	-774	-214					
% Change	21.1%	2.4%	1.0%	-4.7%	-1.4%					
Combined	2012	2013	2014	2015	2016	% Change 16v15	5 Year Avg	High	Low	CAGR
<b>Combined Total</b>	<b>42161</b>	<b>45786</b>	<b>43113</b>	<b>44178</b>	<b>43478</b>	<b>-1.6%</b>	<b>43687</b>	<b>45786</b>	<b>42161</b>	<b>0.8%</b>
Net Change	5826	3625	-2673	1065	-700					
% Change	16.0%	8.6%	-5.8%	2.5%	-1.6%					
Mini	14352	15994	16146	16009	15928	-0.5%	15686	16146	14352	2.6%
Youth	10310	10208	10020	9793	9994	2.1%	10065	10310	9793	-0.8%
Senior	12453	13325	12605	12828	11955	-6.8%	12633	13325	11955	-1.0%
Team Personnel	4342	3626	3710	3256	3422	5.1%	3671	4342	3256	-5.8%
FSIN (All Ages)	240	2210	191	1775	1585	-10.7%	1200	2210	191	
Referees	464	423	441	517	594	14.9%	488	594	423	6.4%

**\*Compounded Annual Growth Rate (CAGR):** is a business term for the smoothed annualized gain over a given time period.

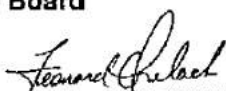


**Saskatchewan Soccer Association Inc.****Statement of Financial Position***As at December 31, 2016, with comparative figures for 2015*

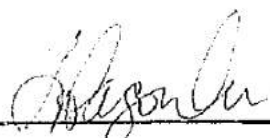
	2016	2015
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 740,063	\$ 630,939
Accounts receivable	62,661	75,451
Investments (note 4)	912,874	918,444
Prepaid expenses	43,125	24,787
	<b>1,758,713</b>	<b>1,649,621</b>
Invested In Sport Legacy Fund (note 5)	1,162	1,105
Capital assets (note 6)	27,863	23,835
	<b>\$ 1,787,738</b>	<b>\$ 1,674,561</b>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accruals (note 7)	\$ 152,693	\$ 96,548
Deferred revenue (note 8)	413,905	411,410
	<b>566,598</b>	<b>509,063</b>
Deferred Sport Legacy Fund (note 5)	1,162	1,105
<b>Net assets</b>		
Invested in capital assets	27,863	23,835
Internally restricted (note 9)	1,192,115	1,141,663
Unrestricted	-	-
	<b>1,221,140</b>	<b>1,165,498</b>
Commitments (note 11)		
	<b>\$ 1,787,738</b>	<b>\$ 1,674,561</b>

On Behalf of the Board

Director:



Director:

*The accompanying notes are an integral part of these financial statements*

# 2016 Financial Overview

## Saskatchewan Soccer Association Inc.

### Statement of Revenue Over Expenditures

For the year ended December 31, 2016 with comparative figures for 2015

	2016	2015
<b>Revenue</b>		
Sask Lotteries Trust Funding (Schedule 1)	\$ 672,406	\$ 688,400
Self Help (Schedule 2)	1,708,807	1,968,769
	<b>2,381,213</b>	<b>2,657,169</b>
<b>Expenditures</b>		
Administration (Schedule 3)	348,735	387,695
Capacity/Interaction (Schedule 4)	389,525	338,985
Participation (Schedule 5)	647,233	613,722
Excellence (Schedule 6)	589,836	898,515
Categorical Grants (Schedule 7)	351,404	375,500
	<b>2,326,733</b>	<b>2,614,417</b>
<b>Excess of revenue over expenditures</b>	<b>\$ 54,480</b>	<b>\$ 42,752</b>





# Our 2012-15 Strategic Plan - What We Achieved

*"We are proud to have achieved substantial progress in all of the 32 Key Success Factors targeted in our 2012-15 Strategic Plan. By their nature, many success factors describe the desired future states that will always require ongoing attention. With the year 2016 identified as a time of transition, focused work during the past four years has brought the Association to a very strong position as we enter a new era in soccer. Ongoing work will be completed in 2016 or carried over as strategic ambition for the 2020 Strategic Plan."*

**- Leslie Blyth, Past President, Saskatchewan Soccer Association**



**Among other accomplishments, the following are highlights achieved from the implementation of our 2012-15 Strategic Plan:**

## Sport Programming

- Streams for soccer involvement were defined in areas of introductory (Grassroots), sport-for-life (Recreational), sport-for-life (Competitive) and High Performance; SSA is seen as a leader with the development of our Player Pathway that clearly articulates the choices available to athletes within the streams
- Plans for the development of coaches and referees enhanced
- Club Excellence program launched and will support excellence in Member Organization and Club operations
- Long term High Performance work positioned SSA for CSA approval as a Regional Excel Centre (REX)
- Contributions to five major CSA committees (Administration, Technical and Referee Development, Competitions, and Members Forum)



## Building Organizational Capacity

- Strengthened financial position, with financial management rating from Sask Sport Inc. improved from C- to B
- Established fully functioning SSA Committees and Advisory Groups
- Increased opportunities for professional development for Board and staff (39 PD opportunities for Staff, Formal Complaints and Board Governance training)
- Major improvements in policy followed by annual review/amendment processes established in all areas including SSA Policies and Procedures (13 Sections), Personnel Policy, Article of Incorporation, Bylaws, and Governance Policies
- SSA recognized as a leader and the only province in Canada to meet CSA requirements of a Governance Board



# Our 2012-15 Strategic Plan - What We Achieved

## Membership Development

- *Historically significant changes to the Articles of Incorporation welcomed Participants, Volunteers and Entities into the SSA Member family*
- *Member consultations result in a Member Services staff position being created to drive on-site support and the development of expertise, resources, resource sharing and best practices among members*
- *Member benefits, roles, responsibilities and expectations defined*
- *Framework of review of Membership structures initiated*



## Enhancing Relationships

- *GoalLine introduced, providing a province wide online registration/soccer management platform, allowing communication to be enhanced with all members*
- *SSA website re-developed and social media presence enhanced*
- *2015 Grassroots Workshops introduced and 32 visits completed*
- *Corporate partnerships established and enhanced*
- *Achievement of key success factors from the 2012-2015 Plan along with improved relations with Sask Sport resulted in an increase in funding of 32% since 2011*



## Growing Involvement & Participation

- *Since 2011, SSA has seen an increase in registrations of 22% (7843 registrations)*
- *Soccer in the top two sports in Saskatchewan in terms of participation rates*
- *Prioritized MAP funding focused on Coaching, Referee, Grassroots and Organizational Development and encouraged barriers to be reduced for aboriginal, new Canadians, and athletes with disabilities*
- *Academies and Futsal welcomed; Special Olympics Saskatchewan and CSA Para-Soccer partnerships enhanced*

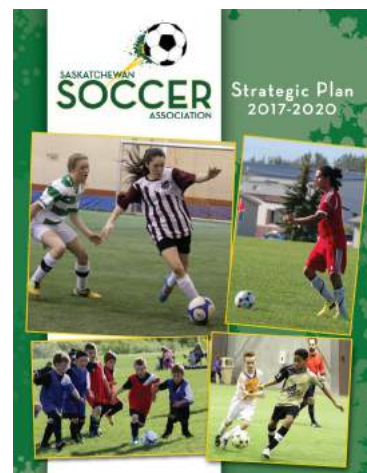




## How We Built Our New Strategic Plan

Development of our new Strategic Plan started in summer 2015 and took nine months of extensive research, consultation, and review. To ensure professional management of the planning process, the SSA contracted sport planning consultancy Capitis Consulting, who have a strong background in planning in the Canadian soccer industry. They led a rigorous process of consultation that ensured everyone had the chance to have their say in what should be a priority in the new plan.

The resultant plan has clear and measurable targets/KPIs and underlying financial planning has been established. This enables us to understand the financial resources required to implement the Plan. Through the process below, we are proud to have built a plan that is measurable and implementable, and firmly represents what people involved in the game in Saskatchewan have identified as important.



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**July 2015** Strategic area identification & 2012-15 Strategic Plan review

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**August 2015** SSA organizational assessment

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**September - October 2015** Stakeholder consultation (member meetings, sponsor/funding partner interviews, player/coach/referee surveys); SWOT analysis

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**October - November 2015** Membership structure review

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**December 2015 - January 2016** Draft Strategic Plan development

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**February 2016** External Advisory Group plan review

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**February - March 2016** Financial planning & KPI development

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**March 2016** Final Strategic Plan presentation at the Annual

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*“Through our consultation process, we are proud to have gathered the views of over 1,360 people involved in Saskatchewan Soccer, ranging from leadership in SSA Member and Partner Organizations, to the very people who play, coach, officiate and manage the game from day today. It is this depth of input that makes the plan relevant and compelling to those it impacts.”*

**- Paul Varian, Principal, Capitis Consulting**



# Looking Ahead: SSA 2017-2020 Strategic Plan Overview

Our vision, mission, and values are the ‘beacons’ that guide the long term direction of the SSA and outline our fundamental purpose. Ultimately, they inform the overall direction of the Association and Strategic Plan.

**A Vision Statement** is a utopian statement of time that the SSA would like to see achieved. It does not describe what the SSA does, nor what it aims to do! Instead, it speaks to what we would like to see achieved (regardless of our role in achieving it).

## Our Vision

*Soccer enriches people’s lives and builds strong relationships in Saskatchewan.*

**A Mission Statement** describes what the SSA does to achieve its Vision Statement. It should not be a long description of the Association’s services, but should speak fundamentally to our core purpose as it relates to our Vision.

## Our Mission

*To develop great people and connect healthy communities in Saskatchewan through lifelong participation in soccer.*

**Values** are descriptive of what the SSA respects, rewards and prioritizes as an organization. They are reflected in the SSA’s brand, the activities we engage in, and how our people (staff and volunteers) act.

## Our Values

### Participant-centred

*Players, coaches, officials & volunteers are at the heart of everything we do.*

### Innovation

*We seek to find new and creative approaches to developing the sport throughout the province.*

### Collaboration

*We work together and with our key partners to achieve the goals of the Association.*

### Quality

*We strive to achieve personal bests in everything that we do.*

### Integrity

*We believe in being open, transparent and honest in all of our interactions.*



## The Six Pillars of the 2017-2020 Strategic Plan:

1. **Players** - ‘Every player gets the chance to learn, enjoy, and reach their goals through soccer’
2. **Coaches** - ‘Saskatchewan soccer coaches can unlock the potential in their soccer players’
3. **Referees** - ‘Saskatchewan referees enhance the game experience and are respected for it’
4. **Organization (SSA)** - ‘The SSA is productive and responsible to its stakeholders’
5. **Membership** - ‘The SSA membership is efficient and effective in delivering soccer in Saskatchewan’
6. **Community** - ‘The value of soccer is constantly brought to new Saskatchewan community groups’



## Provincial Offices & 2016 Staff

### Regina Administration Office

#### Office Hours

Monday – Friday

9:00 a.m. – 5:00 p.m.

1870 Lorne Street

Regina, SK S4P 2L7

T: 306-780-9225

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Executive Director

**Udo Baecker**  
Coordinator, Sports for All Programs

**Nicole Knecht**  
Registrar

**Chantal Boudreau**  
Business Administrator

**Jennifer Ellarma**  
Coordinator, Communications and Funds Development

**Filipe Dos Santos**  
Coordinator, HP Centres of Excellence

### Saskatoon Technical Office

#### Office Hours

Monday – Friday

9:00 a.m. – 5:00 p.m.

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**Terrol Russell**  
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Coordinator, Member Services

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Coordinator, Referee & Competitions Development









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



Photo Credit— The SSA would like to acknowledge the following individuals for their efforts in capturing our events, moments, and competitions:

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Thomas Hasal action shot from Whitecaps FC

Front cover shot by: Krista of ISpy Photography



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