



# 2013 Annual Report

SASKATCHEWAN SOCCER ASSOCIATION



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# Itinerary

Austrian Club 320 Maxwell Crescent, Regina, SK

## Saturday, March 22, 2014

9:00 am – 9:30 am	Registration
9:30 am – 11:30 am	Education Sessions
11:30 am – 12:45 pm	SSA Appreciation Luncheon
12:45 pm – 1:15 pm	AGM Registration
1:15 pm – 3:00 pm	2014 Annual General Meeting
6:00 pm – 7:00 pm	Reception
7:00 pm – 8:00 pm	Banquet
8:00 pm – 10:00 pm	Recognition Awards



## Sunday, March 23, 2014

9:00 am – 11:30 am	Member Consultation Membership and Organizational Development Stream
1:00 – 5:00 pm	Goalline Information Session
12:00 – 3:00 pm	Meeting of SSA Board of Directors <i>Wingate by Windham Regina</i>



*Thank you to Conexus Credit Union for their generous sponsorship of Soccer Jam 2013!*

*Conexus Soccer Jam, October 6, 2013 Regina, SK*

# Annual General Meeting Agenda

Saturday, March 22, 2014

1. Call to Order
2. Greetings from the President
3. Roll Call
4. Approval of Agenda
5. Approval of the Minutes of the 2013 AGM
6. Messages from the Canadian Soccer Association
7. Messages from SSA Leadership
  - a) President
  - b) Reports of the Standing Committees
  - c) Executive Director
8. Strategic Plan Update
  - a) Sask Sport
  - b) Goalline
9. 2013 Audited Financial Statements
10. Appointment of Auditors for 2014
11. Appointment of Life Members
12. Election of Directors and Officers
13. Adjournment



*SaskEnergy Provincial Skills Competition  
Indoor - March 2, 2013 and Outdoor - June 29, 2013*

*Thank you to SaskEnergy for their generous sponsorship of the SaskEnergy Skills Competition at the Indoor/Outdoor Youth Provincials!*

# Board of Directors

**Leslie Blyth**  
*President*

**Len Chelack**  
*Vice President*  
*Chair, Strategic Planning Committee*

**Leonard Lewko**  
*Chair, Audit and Finance Committee*

**Lisa Bagonluri**  
*Chair, Awards and Recognition Committee*

**Steve Boodram**  
*Chair, Risk Management Committee*

**Jeff Salisbury**  
*Chair, Nominations Committee*

**Ron Miller**  
*Chair, Governance Committee*

**Rakesh Kapila**  
*Director*

**Joseph Kaminski**  
*Director*

**Jim Kroczyński**  
*Director*

## Standing Committees

### Audit and Finance

Len Lewko, *Chair*  
Lisa Bagonluri  
Kristi Baxter, *Expert*  
Kevin Kobiaika, *Expert*  
Jeannette Kuc, *Expert*  
Leslie Blyth, *Ex-officio*

### Nominations

Jeff Salisbury, *Chair*  
Steve Boodram  
Joseph Kaminski  
Leslie Blyth, *Ex-officio*

### Governance

Ron Miller, *Chair*  
Steve Boodram  
Joseph Kaminski  
Jim Kroczyński  
Leslie Blyth, *Ex-officio*

### Strategic Planning

Len Chelack, *Chair*  
Jim Kroczyński  
Rakesh Kapila  
Leslie Blyth, *Ex-officio*

### Awards and Recognition

Lisa Bagonluri, *Chair*  
Len Chelack  
Jeff Salisbury  
Leslie Blyth, *Ex-officio*

### Risk Management

Steve Boodram, *Chair*  
Joseph Kaminski  
Jim Kroczyński  
Ron Miller  
Leslie Blyth, *Ex-officio*

## Strategic Plan

### 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

The SSA is committed to the following fundamental principles and values.

These principles and values guide the Association's behavior, actions, programs and services.

#### Participant-Centered

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.



# 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

## David Newsham Award Winners

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

## SSA Volunteer of the Year Award Winners

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

## Saskatchewan Sports Hall of Fame Inductees

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

# Staff

## **Regina Administration Office**

Office Hours  
Monday - Friday  
9:00 - 5:00 pm

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### **Doug Pederson**

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### **Dave Nutt**

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### **Terrol Russel**

Manager, High Performance Initiatives  
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### **Joan Nash**

Technical Administrator  
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306.975.0862

### **Lara Schroeder** *(as of April 2014)*

Coordinator, Member Services  
[l.schroeder@sasksoccer.com](mailto:l.schroeder@sasksoccer.com)  
306.975.0862

### **Kevin Wagner**

Coordinator, Rivers West (Lloydminster)  
[k.wagner@lakelandcollege.com](mailto:k.wagner@lakelandcollege.com)  
306.821.0627

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 & Participation
- Membership Development
- Enhancing Relationships



March 1, 2014

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

Dear Leslie,

There has never been a more exciting time for those of us involved in Canadian soccer.

With 850,000 registered players, soccer is – by far – the most popular team sport in this country. Globally, Canada ranks in the top ten for participation. Canadian Men's and Women's National Teams have captured an Olympic medal and multiple CONCACAF titles. Of the 209 FIFA member associations, Canada ranks in the top 5% in qualifying for FIFA World Cup competitions.

Canada is also renowned globally for the hosting of major events, and we are very excited to welcome the world to Canada for the FIFA U-20 Women's World Cup Canada 2014 and the FIFA Women's World Cup Canada 2015™.

Our sport has never been stronger, with a record number of participants, unprecedented corporate support, and dedicated leaders working together at all levels, from community clubs, through the provincial and territorial associations, to the national governing body.

And Canadian soccer is growing up.

This is due, in part, to the breakthrough success of the Canadian Women's National Team at the London 2012 Olympic Games. But it is also a sign that soccer in Canada is maturing, and an indication of its increasing relevance as the largest participation sport in Canada.

The Canadian Soccer Association has spent the last several years growing the game, establishing our expertise in hosting international events, putting our financial house in order, revamping the governance structure, and building the Canada Soccer brand. With that solid foundation in place, it is now time to focus on technical excellence as we build towards becoming a leading soccer nation.

The Canadian Soccer Association's 2014-18 Strategic Plan reflects this new direction. It is a plan with a difference that was built on the ideas and guidance of the Canadian soccer community, including:

1. Investing in technical leadership by supporting our players, coaches and officials at all levels of the sport.
2. Ensuring consistent, world-class performances by our National Teams.
3. Encouraging and overseeing the growth of the game in our country.
4. Governing the game in Canada professionally in collaboration with our partners.

The new strategic plan is a product of the passion that pervades the Canadian soccer community... the passion that will assure our success moving forward, so that ultimately, we achieve the same goal:

*To be able to stand proud with our fellow Canadians as we build towards becoming a leading soccer nation, one that consistently qualifies for and successfully competes in **every** single FIFA competition.*

We all have a role to play.

Victor Montagliani  
President

Peter Montopoli  
General Secretary





*North American Indigenous Games Powerspot Event, July 26, 2013, Regina, SK*

# Reports

President  
Audit and Finance  
Risk Management  
Awards and Recognition  
Strategic Planning  
Governance  
Nominations  
Executive Director  
Registrar

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# President's Report

Respectfully submitted by:

Leslie Blyth, President



*Western Masters Championships  
September 26- 28, 2013, Saskatoon, SK*

Saskatchewan Soccer Association has a vision *“to be a dynamic and innovative organization, which enriches the lives of our participants through the development of strong relationships and delivery of soccer programs and services which are of the highest quality.”* With the dedication of our Board members and the tireless work of our staff, I am proud to say that we are continuing to drive towards that vision. The individuals that are involved in soccer throughout the province have offered the utmost support for the Board of Directors and all of our staff. I am proud to have served as the President of the Saskatchewan Soccer Association this past year.

As a governance board, we have focused our efforts on the Key Success Factors that are not directly related to the operations of our association. Building organizational capacity is one of the pillars of the Strategic Plan that our Board has attended to in 2013. Together with our Executive Director, the Board has overseen the financial plan and the management systems, ensuring financial accountability and stability. I am confident that any Not for Profit Organization would wish to have our financial practices and policies in place. We are striving to model good governance; this is still a work in progress. Saskatchewan Soccer Association has a great foundation in place to help guide this Board forward as it works hard to adhere to good governance practices.

We continue to share our best practices with our members and our partners throughout the Canadian Soccer Association. Developing strong relationships with our partners, including partners who are interested in supporting our programs, remains at the forefront of our plans.

One area that we are striving to build upon is creating and maintaining a strong, well rounded Board of Directors. We need to look outside our soccer community and cultivate new candidates for the Saskatchewan Soccer Association Board of Directors. Our members are already working hard to build their organizations, so we have to be cautious not to pull valued members from our partners. Working on a Governance Board is different than being on an Operational Board. The Nominations Committee is diligent in their task, but together we can identify potential candidates for the provincial Board.

Congratulations to all of our members! Your successes need to be shared, and celebrated. Let's remember to talk about your athletes, your coaches, the officials, the volunteers, the board members and the organizations that help fund our beautiful game. In closing, I would like to thank the members of the 2013 SSA Board of Directors. Your dedication to our association is to be commended. Thank you for all the time you have dedicated to guide the SSA towards success and for helping us champion the game.

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# Audit and Finance Committee Report

Respectfully submitted by:

Leonard Lewko, Chair

## 2013 Committee Members

Lisa Bagonluri

Kristi Baxter

Kevin Kobialka

Jeanette Kuc

Leslie Blyth

Doug Pederson

The Audit and Finance Committee composed of Kevin Kobialka, Jeannette Kuc, Kristi Baxter, Lisa Bagonluri, Leslie Blyth (ex-officio) and Doug Pederson (non-voting) 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 2013 financial year with a contribution to the Revenue Stabilization Reserve.

## ADVISORY

After receiving responses to a Request for Proposal in 2013, KPMG LLP was selected as the external auditors for 2013. KPMG LLP, were hired to complete the 2013 audit and resulting Audited Financial Statements and Management Letter. We wish to thank MNP LLP for their work as auditors in prior years.

The Committee assisted the Executive Director by providing financial expertise. The Saskatchewan Soccer Association worked with the Auditors to secure an unqualified audit opinion. The Committee is pleased to share the following statement that was received from Jamie Wilson (KPMG LLP) after completion of the audit: *"In the case of our audit of Saskatchewan Soccer Association's 2013 financial statements no internal control deficiencies came to our attention and, accordingly, we will not be issuing a management letter."*



Outdoor Youth Provincials, June 28 – July 1, 2013, Moose Jaw, SK





*PSL Finals, August 25, 2013, Saskatoon, SK*

# Risk Management Committee Report

Respectfully submitted by:  
Steve Boodram, Chair

## 2013 Committee Members

Joseph Kaminski  
Jim Kroczyński  
Ron Miller  
Leslie Blyth  
Doug Pederson

In 2013 the Risk Management Committee of the Saskatchewan Soccer Association worked diligently to ensure that our vision of being “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” was achieved.

The Risk Management Committee ensured that the organizations vision was always at the forefront of whatever project we provided input towards. Risk Management continues to provide valuable feedback towards our Strategic Plan. Through the use of our expertise and sound advice the SSA has managed to stay in line with its Strategic Plan by growing the involvement and participation in Soccer. Through the Committee's work we are able to ensure that all members involved and participating in the sport are covered through adequate policy and direction to minimize risk to the Members. Through the Committee's review and input in policy development we have been able to enhance the relationship that the SSA has with all its internal stakeholders.

The Committees review and direction of policies also achieved another aspect of the SSA's Strategic Plan which is Membership Development. In 2013 the Committee was able to provide direction and input that was used to facilitate the sharing of resources and best practices to the Membership supporting the strategic priority of Member Development.

In 2013 the Risk Management Committee provided valuable input in regards to the creation of various policy and directives which will hopefully be adapted by the Member Organizations as part of their operating procedures. This adoption will address liability concerns to their organization and provide them the foundation upon which to build on the relationship between the SSA and its partner organizations.

I wish to thank Committee Members: Jim Kroczyński, Ron Miller, Joseph Kaminski, Leslie Blyth (Ex-officio) and Doug Pederson (non-voting) for their assistance and hard work in 2013; we look forward to a productive 2014.

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# Awards & Recognition Committee Report

Respectfully submitted by:

Lisa Bagonluri, Chair

2013 Committee Members

Len Chelack

Jeff Salisbury

Leslie Blyth

It is always such a joy to report about all the successes we have here in Saskatchewan and every year the support and dedication of the people who foster the growth of soccer always surprises me. The athletes, coaches, managers, officials, mentors and volunteers all play such an important role in making soccer the #1 sport in Canada, participation wise, year after year.

Saskatchewan has seen many successes this past year with the U of S Huskie Men's first ever appearance at CIS Championships, the team was also nominated for Sask Sport's Team of the Year; Saskatoon Arsenal again brings home the bronze medal at the Canadian Soccer Association's Western Masters at their third straight appearance; Saskatoon's own, Brett Levis, was named to both the Premier Development League All-Conference and Canadian Interuniversity Sport All Canadian Team (2<sup>nd</sup> straight appearance) and also earning a trial with the Vancouver Whitecaps; an absolutely great achievement by Astrid Baecker by receiving her National B Coaching License, first female to receive this through the Canadian Soccer Association, Astrid is also nominated for SaskSport's Coach of the Year. Each geographic region in Saskatchewan has also seen many successes within their own organizations and within the province. We celebrate all of these successes with you!

On behalf of the Awards and Recognition Committee, I would like to thank ALL the people who have committed their time and efforts to this sport.

We would also like to thank the Saskatchewan Soccer Association Board of Directors, past and present, for their continuous commitment to this organization. I want to thank our Committee, which includes Steve Boodram, Jeff Salisbury, and Leslie Blyth; we developed a policy this year to ensure that we show our most sincere appreciation to the outgoing Board members.

Last, but certainly not least, we would like to thank the staff who are at the front line and who are ensuring the development of soccer in Saskatchewan is leading edge.



*PSL Finals August 25, 2013 Saskatoon, SK*



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# Strategic Planning Committee Report

Respectfully submitted by:

Leonard Chelack, Chair

## 2013 Committee Members

Jim Kroczyński  
Rakesh Kapila  
Leslie Blyth  
Doug Pederson

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. Our Vision to be a dynamic and innovative organization is a commitment we have accepted and practiced throughout the year.

This past year has seen new members come forward who wish to embrace our plan; guided by our Mission Statement, we will provide leadership and support to make their dreams a reality. The continued interest of the Academies within Saskatchewan kept our Committee busy, assuring the processes are followed, showing our members that we are open for new ideas, and providing them with the information they need through our resources. This will lead us to one of the key success factors of building capacity by following the strategies set within our plan.

We continue to strive to have the largest membership by offering new and innovative programs. New interest to bring Futsal to the major centers will assist in capturing a larger and new audience. There will be a need for additional coaches and officials to make the experience fun and positive, which will have our members wanting and expecting more.

With the addition of online registration, we are developing an external communication plan with key supporters, targeting funders and stakeholders. This will assist in developing a plan to attract new funding for soccer within Saskatchewan.

I want to take a moment to thank the Committee members for the hard work and the commitment shown throughout the past year. It is because of your love of the game and the desire to see our association grow that we have had such a successful year.



*Outdoor Youth Provincials, June 28-July 1, 2013, Moose Jaw, SK*





*NAIG Powerspot Event, July 26, 2013, Regina, SK*

## Governance Committee Report

Respectfully submitted by:

**Ron Miller, Chair**

### 2013 Committee Members

Steve Boodram  
Joseph Kaminski  
Jim Kroczyński  
Leslie Blyth  
Doug Pederson

The Governance Committee is comprised of Leslie Blyth (ex-officio), Steve Boodram, Joseph Kaminski, 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 in developing suitable governance policies for the Association. The Committee also assists the Board on various governance issues that arise.

Work done the past two years put the Governance of the SSA in a strong position in 2013. Articles of Amendment and Bylaw changes made at the AGM last year position the Association for the future and welcome our entities and participants into the SSA as members; as important, these changes ensure that the SSA is in compliance with Sask Sport expectations. This was significant work, currently, we are monitoring changes that are anticipated at the CSA level which may impact Governance on a national and provincial level, as a result the Governance Committee was less active this season.

The Governance Committee continues to monitor the performance of the SSA. The maintenance of a strong partnership between the Board, as a Governance Board, while supporting the Executive Director to carry out his duties as the operational authority of Staff and SSA Operation requires diligence. Through strong leadership at the Committee, Board and Staff level the SSA is well positioned for the future.

# Nominations Committee Report

Respectfully submitted by:

Jeff Salisbury, Chair

## 2013 Committee Members

Steve Boodram

Joseph Kaminski

Leslie Blyth



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. Thanks go to the Committee Members this year: Jeff Salisbury (Chair), Steve Boodram, Joseph Kaminski, and Leslie Blyth (ex-officio).

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.

One of the Association's key success factors is Building Organizational Capacity. The Nominations Committee plays a key role in accomplishing this as the recruitment process for Directors positions ensures the Association has leadership through the Board to continue facilitating the growth of the game across the province.

A call for nominations was sent to the Association's membership on December 15, 2013, and an external recruitment campaign was initiated. Unlike previous years, the committee did not receive any nominations from the membership aside from those for current Directors seeking re-election. Initial reaction may be to see this as a negative issue; however, the SSA Bylaws state the Board may have a maximum of twelve Directors, not that it must. This also presents an opportunity related to Building Organizational Capacity, as the Association has to now look within and outside the membership to fill positions on the standing committees as well as for new Directors on the Board. Through one of the Association's key values, Collaboration, it is imperative that the membership, working with the Board, seek out individuals to fill Director, and more importantly, committee positions throughout the next operational year.

SSA Board openings at the 2014 Annual General Meeting, March 22, 2014, include:

- President for a 2 year term.
- Five Directors for 2 year terms.

*Outdoor Senior Provincials, August 9-11, 2013, Prince Albert, SK*



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# Executive Director's Report

Respectfully submitted by:

Doug Pederson,  
Executive Director

As I look back at 2013 I realize that we have reached the halfway point in the 2012-2015 Strategic Plan and we have many accomplishments to report.

It is my pleasure to outline some of the significant measures of progress we have accomplished in recent years and to recognize the contributions of those who have played a part in our success along with the way.

The Saskatchewan Soccer Association (SSA) is a member of Sask Sport. Sask Sport provides core funding and governance of amateur sport in Saskatchewan. Every three years a comprehensive assessment of all aspects of the leadership and operations of each provincial sport governing body is undertaken. In 2013 the SSA participated in a three year assessment and the results were very well received. This success has continued in 2013.

A few key quotes from the 2010-2012 Sask Sport Assessment are used throughout this report to guide commentary.

***“Membership numbers have shown significant growth over this last three-year assessment period.”***

We were able to document a 20.2% growth during the Sask Sport assessment period, a 26.2% increase in the first two years of the SSA Strategic Plan followed by another 8.6% in 2013, for a total increase since 2010 of 30.5%. The Board of Directors has clarified that growth in membership and new and innovative partners who can grow the game are welcome within the SSA and in 2013 Academies and Futsal were welcomed. In recent years 13 new SSA Member Organizations have come on as new partners.

***“Your Association is to be commended for the improvements in Financial Accountability and Transparency to your membership and funding agencies over the last three-year assessment period.”***



*Outdoor Youth Provincials 2013 June 28 – July 1 Moose Jaw, SK*



We have worked very hard to restore the faith of SSA Members and of Sask Sport in the SSA. Since 2011, significant strides have been taken to restore the financial well-being of the SSA. Despite accountability challenges of the past, the SSA now has the highest standards of financial controls as evidenced by this year's audit. During KPMG's 2013 audit review there were no issues identified. I want to thank Nicole Banda and Administration Centre Staff, Cathy Metz and Curtis Markewich, who manage our day-to-day financial practices. The entire SSA Staff have been dedicated and focused and the Audit & Finance Committee and SSA Board of Directors have provided guidance and consistent oversight, which have contributed to this success.

***“Sask Sport encourages all PSGBs to build and maintain a surplus equal to or exceeding 50% of the organization's annual operating budget.”***

In 2011, 2012 and 2013 significant contributions were made to the Association's reserves. Significant increases in registration totals along with a thorough review of all aspects of Association spending have been the primary contributors in this achievement. I am proud to say that we have now achieved the 50% standard expected by Sask Sport. Our strong and stable financial position will allow the SSA to continue to achieve our Mission.

***“Your Board and Management demonstrates strong governance and democratic controls for your association.”***

The SSA continues to be seen as leader in Governance both by Sask Sport and the Canadian Soccer Association (CSA). The SSA governance model was considered as a primary resource for the CSA's Governance Reform process. Don Story, former SSA President, played a prominent leadership role in that process. In addition to Don, Rob Newman and Jeannette Kuc, also former SSA Presidents of the SSA, have made significant contributions at the CSA. Jeannette now serves as a member of the Sask Sport Board of Directors. We thank them for their contributions within the SSA and beyond.

In 2013 the fabric of the Association was changed with the approval of the Articles of Amendments to include and welcome Participants and Entities as official members of the SSA. Over time these changes will have a lasting impact on soccer in the province.

In conjunction with the development of the Strategic Plan, the SSA initiated a two year review and comprehensive overhaul of all Policies & Procedures, (posted March 2013). The Strategic Plan also paved the way for operational plans to be completed. Terrol Russell, Joan Nash and Dave Nutt are to be commended for their excellent work in developing a new High Performance Plan through the Sask Sport High Performance Planning Initiative. We were grateful to Sask Sport and the Canadian Sport Centre – Saskatchewan for the opportunity to work with Dr. Peter Davis. His support led to the development of a four year strategic High Performance Plan, which outlines a clear pathway that will encourage our elite athletes to reach new standards of excellence.

Knowledge gained in working with Dr. Davis has supported staff to implement consultation and planning efforts and, along with guidance from Membership, has led to the completion of the Grassroots and Recreational Stream Plan. As a result of member input the SSA has made a commitment to deliver more services on-site to members and 2014 will see the launch of Grassroots Workshops, which will be conducted throughout the province. With support of a Community Initiatives Fund grant, we will be able to grow the SoccerJam program to include nine events annually, one in each of the Sask Sport Districts. I want to thank Dave Nutt, SSA Director of Soccer Operations for his leadership to all SSA consultation and planning processes.

One of our primary goals is *“the delivery of first-class soccer programs and services in Saskatchewan”* (SSA Strategic Plan), towards which we have taken great strides continued improvement can be expected in 2014. A newly created position, Coordinator of Members Services, will focus on providing significantly more direct support to Member Organizations, assisting them to grow their capacity and to improve their operations both on and off the field.

We continue to strive toward the accomplishment of key success factors of the Strategic Plan and in 2013 the SSA expanded our commitment to consultation hosting two major consultations and many other opportunities where member input has resulted in key changes to SSA operations.

The Competitions Committee was very actively engaged with Membership Consultations which led to new formats for our provincial championships. Membership also worked collectively to ensure the continued success of the PSL with a new partnership approach. The Referee Development Committee was also hard at work to develop and initiate the Referee Best Practices Guide. Devin Masch was a key contributor to these three areas.

In 2014 and beyond the SSA will continue to consult on key issues including the Membership and Organizational Development Plan, which will be initiated tomorrow. Later in the year we will undertake the Competitions Stream. In 2014 we will strive to make opportunities for input easier for members with the introduction of topic specific webinars. The voice of all SSA Members is important and we strive to improve our ability to have ongoing discussions on key success factors of the Strategic Plan.

Our financial position has also allowed the SSA to implement a comprehensive Soccer Management Solution in partnership with Goalline. This system will transform how we do business in the years ahead and substantially improve Member Organization administrative practices province wide; allowing key volunteers to focus on soccer. With strong support of Members at the 2013 AGM, we received a clear mandate to implement a province wide online registration system, which lead to the development of the SMS Team. With representatives of small, medium and large Member Organizations from across the province, the SMS Team were guided by

SSA Staff with support from TEC, a leading organization in technology selection. The result was a comprehensive Request for Proposal and selection process for a soccer management solution provider. Input from the SMS Team over a period of six months, lead to the unanimous support for Goalline as our provider. Many Member Organizations from this group are now early adopters who will assist in the full implementation and improvements to functionality of an already high quality product. By 2016 all Member Organizations will register participants through a Goalline site and benefit from enhanced administrative abilities, from basic tasks such as waivers and tax receipts to more complex processes such as tournament operations, scheduling, referee assignment, increased communication and reporting capabilities. The SMS Team was a truly collaborative effort, which has made historically significant contributions to allow the SSA to enter a new era. Thanks go out to Kev Sumner for the quality work he provided for five years with the SSA and for his leadership on the SMS project. We welcome Glenda Danbrook, new to the Member Services Administrator role, who will support the development of the SSA-Goalline platform. Along with Goalline Vice President Mike Johnson and his staff, we are committed to making this a positive experience for all members.

***“The SSA has strong numbers of female coaches involved in your sport.”***

Udo Baecker, SSA Coordinator of Sport for All, has worked tirelessly for the SSA for the past ten years and we want to acknowledge his numerous contributions. Over the years Udo has coordinated countless school and player camps and clinics. He works to remove barriers to participation and oversees Aboriginal initiatives such as First Nations Summer Games and North American Indigenous Games. He also oversees coaching development and, in 2013, was instrumental in developing and implementing Respect in Sport certification requirements designed to ensure a safe and positive environment for all participants. Udo also provides visionary guidance and support to nurture the development of coaches and technical leaders throughout the province and, in 2013, oversaw the training of 24 new Learning Facilitators and



*Outdoor Youth Provincials, June 28 – July 1, 2013, Moose Jaw, SK*



two new Master Learning Facilitators; this has allowed the implementation of a new direction in community coach training. Udo is the face of the SSA throughout the province and we truly thank him for his contributions.

One of the many coaches that Udo has mentored and we are very proud to recognize is Astrid Baecker from Regina, who became the first female coach in Saskatchewan to receive her Canadian Soccer Association National B License. She is a role model for many female coaches across the province and we look forward to watching those who follow in her footsteps.

How do we measure success? In the report there is much that I will not be able to report on. A detailed outcome report will be available in the spring. Here are but a few things to consider: As a result of these accomplishments the SSA has been rewarded; Annual Funding from Sask Sport has grown from \$242,929 in 2010 to \$294,200 in 2014 and based on our 3 Year Assessment Sask Sport recently confirmed an increase of \$39,300 for a total of \$333,500 in 2015. Funding for the Membership Assistance Program (MAP), one of the major benefits of SSA Membership, has also grown from \$126,252 now reaching \$202,700 in 2015, ensuring an additional \$76,448 will be distributed to SSA Member Organizations each year.

2013 was also as very good year to renew and grow partnerships with existing and new sponsors. Thanks go out to Tarina Mayer who came in at the end of 2011 and in a short time provided quality relationship building work with sponsors. SaskEnergy and Conexus were new partners in 2013 along with long term partners Adidas, SaskTel and DirectWest. Andrea Orr has recently joined our team as the new Communications and Funds Development Coordinator and we look for continued success with corporate partners in the future.

The ultimate measure of success is our relationship with you, the Member Organizations, and perhaps most importantly our collective ability to ***“enrich lives...develop individuals, create community, and encourage life-long participation in the sport”*** (SSA Strategic Plan). Participation numbers are at an all-time high and we hope that we have gained your trust by demonstrating that we have the vision and leadership team in place to continue to grow the beautiful game in the future.

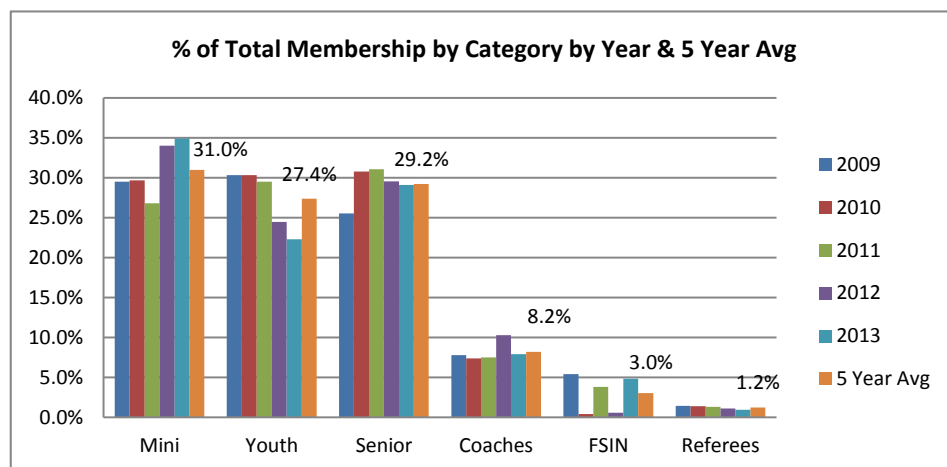
None of this success would be possible without the incredible dedication, energy and passion of the Member Organizations and the thousands of volunteers, province wide. Finally I want to thank the Board of Directors of the SSA for their leadership and vision. Their strategic guidance is a source of strength. We now have a common focus, which will continue to guide the Association to new heights. We have accomplished alot and have positioned the SSA to thrive in the years ahead. As always, I want to sincerely thank everyone for the patience, confidence and trust that has been provided to me. I wish you all the best in 2014.

# Registrar's Report

Outdoor	2009	2010	2011	2012	2013	% Change 13v12	Average	High	Low	5 Year CAGR
Mini	9092	8334	7355	10746	12181	113.4%	9542	12181	7355	7.6%
Youth	7256	6900	6906	6533	6363	97.4%	6792	7256	6363	-3.2%
Senior	4324	5102	5348	5951	6015	101.1%	5348	6015	4324	8.6%
Coaches	1930	1737	1726	2304	2295	99.6%	1998	2304	1726	4.4%
FSIN (All Ages)	2023	146	1381	240	2210	921%	1200	2210	146	2.2%
Referees	540	488	468	464	423	91%	477	540	423	-5.9%
<b>Outdoor Total</b>	<b>25165</b>	<b>22707</b>	<b>23184</b>	<b>26238</b>	<b>29487</b>	<b>112%</b>				
<b>Net Change</b>		-2458	477	3054	3249					
<b>% Change, Year to Year</b>		90.2%	102.1%	113.2%	112.4%					
Indoor	2009-10	2010-11	2011	2012	2013	% Change 13v12	Average	High	Low	5 Year CAGR
Mini	1971	2084	2390	3606	3813	105.7%	2773	3813	1971	17.9%
Youth	4114	3745	3815	3777	3845	101.8%	3859	4114	3745	-1.7%
Senior	5252	5698	5949	6502	7310	112.4%	6142	7310	5252	8.6%
Coaches	982	855	997	2038	1331	65.3%	1241	2038	855	7.9%
<b>Indoor Total</b>	<b>12319</b>	<b>12382</b>	<b>13151</b>	<b>15923</b>	<b>16299</b>	<b>102%</b>				
<b>Net Change</b>		63	769	2772	376					
<b>% Change, Year to Year</b>		100.5%	106.2%	121.1%	102.4%					
Combined	2009	2010	2011	2012	2013	% Change 13v12	Average	High	Low	5 Year CAGR
<b>Combined Total</b>	<b>37484</b>	<b>35089</b>	<b>36335</b>	<b>42161</b>	<b>45786</b>	<b>108.6%</b>	<b>39371</b>	<b>45786</b>	<b>35089</b>	<b>5.1%</b>
<b>Net Change</b>		-2395	1246	5826	3625	<b>Net Change if we remove FSIN Totals, which rise and fall every two years is 104%</b>				
<b>% Change, Year to Year</b>		93.6%	103.6%	116.0%	108.6%					

Age Players Only	Male	Female
0 - 12	10,472	8,233
13 - 18	5,715	3,408
18+	8,174	5,411
<b>Total</b>	<b>24,361</b>	<b>17,052</b>

Age Players Only	Male	Female
0-12	43.0%	48.3%
13-18	23.5%	20.0%
18+	33.6%	31.7%
<b>Total</b>	<b>100%</b>	<b>100%</b>



<b>2013 &amp; 2012 Membership Totals</b>		<b>Outdoor</b>			<b>Indoor</b>		
<b>Regular Members</b>	<b>Combined</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>
14-40 Soccer Inc.	391	391	426	-35	0	0	0
Battleford & District Senior Soccer	325	325	422	-97	0	0	0
Battleford Youth Soccer Inc.	1269	943	982	-39	326	296	30
Carlton Trail Soccer Association	670	499	472	27	171	190	-19
Estevan Senior Soccer Association	0	0	19	-19	0	0	0
Estevan Youth & Mini Soccer Association	244	244	276	-32	0	0	0
Kindersley Soccer Association	277	161	45	116	116	76	40
Lloydminster & District Senior Soccer	559	277	291	-14	282	316	-34
Melfort Youth Soccer Association	356	225	258	-33	131	261	-130
Meridian Youth Soccer Association	1483	1047	1043	4	436	466	-30
Moose Jaw Soccer Association	1317	867	782	85	450	440	10
Prince Albert Senior Soccer Association	402	257	258	-1	145	161	-16
Prince Albert Youth Soccer Association	2139	1279	1267	12	860	1041	-181
Qu'Appelle Valley Soccer Association	892	873	853	20	19	0	19
Regina Soccer Association	7133	3433	3129	304	3700	4019	-319
Saskatoon Adult Soccer	7779	3264	3333	-69	4515	3494	1021
Saskatoon Youth Soccer Inc.	10086	6345	6193	152	3741	3948	-207
Swift Current Soccer Association	1201	891	927	-36	310	303	7
Valley Soccer Association	2469	2163	1929	234	306	159	147
Weyburn Soccer Association	800	723	287	436	77	63	14
Yorkton United	739	380	395	-15	359	298	61
<b>Regular Members Totals</b>	<b>40531</b>	<b>24587</b>	<b>23587</b>	<b>1000</b>	<b>15944</b>	<b>15531</b>	<b>413</b>
<b>% Total Membership</b>	<b>88.5%</b>	83.4%	89.9%		97.8%	97.5%	
<b>First Nations Tribal Council</b>	<b>2210</b>	<b>2210</b>	<b>240</b>	<b>1970</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Total Membership</b>	<b>4.8%</b>	7.5%	0.9%		0.0%	0.0%	
<b>Associate Members</b>	<b>Combined</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>
Astra Academy	77	77	0	77	0	60	-60
BATC	32	0	0	0	32	0	32
Broadview Soccer Club	40	40	33	7	0	0	0
Canora Soccer Club	59	59	63	-4	0	0	0
Central Sask Futsal Liga	53	53	0	53	0	0	0
Choiceland Soccer Club	51	51	0	51	0	0	0
Eastend Soccer Club	56	56	65	-9	0	0	0
Esterhazy Soccer	88	88	65	23	0	0	0
Grenfell Soccer Club	114	114	73	41	0	0	0
Kamsack Soccer Club	0	0	15	-15	0	0	0
Kennedy Soccer	29	29	0	29	0	0	0
Kipling Soccer Club	130	130	121	9	0	0	0
Maple Creek Youth	118	118	117	1	0	0	0
Meadow Lake & District Youth Soccer	392	392	456	-64	0	0	0
Meadow Lake Senior	71	0	0	0	71	0	71
Melville Soccer Club	110	110	93	17	0	44	-44



<b>Associate Members</b>	<b>Combined</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>	<b>2013</b>	<b>2012</b>	<b>+/-</b>
Montmatre & District Soccer	83	83	105	-22	0	0	0
Moose Mountain Soccer	127	127	88	39	0	0	0
Moosomin Soccer Association	132	132	146	-14	0	0	0
Naicam (Indoor)	17	0	0	0	17	0	17
Nipawin Soccer (Indoor Only)	93	0	0	0	93	106	-13
Nipawin Soccer (Outdoor)	202	202	0	202	0	0	0
Odessa Recreation Assoc.	14	14	19	-5	0	0	0
Oxbow Youth Soccer	89	89	0	89	0	0	0
Rocanville Soccer Club	102	102	120	-18	0	0	0
Saltcoats Soccer	0	0	33	-33	0	0	0
Shaunavon Soccer	128	128	143	-15	0	0	0
Spiritwood JR Soccer (Outdoor)	0	0	66	-66	0	0	0
Tisdale Soccer Club	122	0	87	-87	122	123	-1
United Soccer Organization (Langenburg)	157	157	150	7	0	0	0
Vibank Soccer	88	88	69	19	0	0	0
Wapella Soccer Association	21	21	40	-19	0	0	0
Wawota Minor Soccer	42	42	22	20	0	0	0
Whitewood Soccer Association	87	87	53	34	0	58	-58
Wolseley Soccer	98	98	118	-20	0	0	0
Other	23	3	51	-48	20	0	20
<b>Associate Members Totals</b>	<b>3045</b>	<b>2690</b>	<b>2411</b>	<b>279</b>	<b>355</b>	<b>391</b>	<b>-36</b>
<b>% Total Membership</b>	<b>6.7%</b>	9.1%	9.2%		2.2%	2.5%	
<b>2013 Overall Totals-&gt;</b>		<b>29487</b>	<b>26238</b>	<b>3249</b>	<b>16299</b>	<b>15922</b>	<b>377</b>
<b>Percent Change-&gt;</b>		<b>112.4%</b>			<b>102.4%</b>		
	<b>2013</b>	<b>2012</b>	<b>+/-</b>	<b>%</b>			
<b>2013 Combined Outdoor &amp; Indoor</b>	<b>45786</b>	<b>42160</b>	<b>3626</b>	<b>108.6%</b>			

# Election Candidates

## 2014 Board of Directors

Leslie Blyth

Lisa Bagonluri

Leonard Lewko

Ron Miller

The SSA Board is a volunteer Governance Board whose primary role is to provide strategic leadership and direction for the Association in pursuit of the Mission. Board members are nominated based on the strategic competencies required to fulfill the Associations mandate. The SSA Board of Directors speaks as one through the President, and has governance authority for the Association.

The Board is accountable to the CSA and other governing authorities in the Province of Saskatchewan including, but not limited to, Sask Sport, The Non Profit Corporations Act 1995, and the provincial government and the SSA Membership via the election process.



*SaskTel Indoor Provincial Championships, 2013, Regina, SK*

*We sincerely appreciate SaskTel and DirectWest's longtime sponsorship of the Saskatchewan Soccer Association. SaskTel's continued support of SSA's Grassroots programs, events and initiatives are appreciated by the SSA and our members and participants who benefit from their sponsorship and patronage.*

*Thank you for giving back to local sport in communities across the province and assisting the SSA to encourage life-long participation in soccer!*



**2013 Annual General Meeting Minutes**  
German Club, 160 Cartwright St., Saskatoon SK  
1:15 pm, Saturday, March 16, 2013

1. Call to Order

The meeting was called to order at 1:17 p.m. a 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 Members Dale Perry.

3. Roll Call

Regular Member Organization and Delegates Names were identified:

14-40 Soccer Inc. - (none)

Battleford & District Senior Soccer - (none)

Battleford Youth Soccer Inc. - Julie Huestis

Carlton Trail Soccer Association - James Huber, Lee Engemoen

Estevan Senior Soccer Association - (none)

Estevan Youth & Mini Soccer Association - Holly Boreski and Chris Lewis

Kindersley Soccer Association - (none)

Lloydminster & District Senior Soccer - (none)

Meadow Lake & District Youth Soccer - (none)

Melfort Youth Soccer Association - Alicia Garlock

Meridian Youth Soccer Association - Maria de Melo-Kavanagh

Moose Jaw Soccer Association - J. Paul Flegal, Darla Moffatt, Nicole Shaw

Prince Albert Senior Soccer Association - (none)

Prince Albert Youth Soccer Association - Mitzi Pytlak, Shirley Kriel

Qu'Appelle Valley Soccer Association - (none)

Regina Soccer Association - Howard Loseeth, Crystal Kowalski, Andy Sears

Saskatoon Adult Soccer - Bobbi Ross, Gord Quinlan, Eden Rakochy, Morgan Gammel, Jocelyn Trask, Sheldon

Mathies, Eileen Zagiell, Jennifer Dick

Saskatoon Youth Soccer Inc. - Dough Konkin, Amanda Romfo-Probe, Octavian Illiuta, Tarra Carriere, Lois

Ridgeway, Grace Kachur, Jenny Holtsman, Phil Proznik, Dominick Kachur

Swift Current Soccer Association - John Barber, Dale Perry

Valley Soccer Association - Ken Isaak, Andrew Morrissey

Weyburn Soccer Association - Britta Von Hagen

Yorkton United - (none)

A total of 13 Regular Members 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.

The total votes required for any amendments to the Articles of Incorporation and Bylaws is two-thirds or 26 votes.

SSA Directors: Lisa Bagonluri, Leslie Blyth President, Steve Boodram, Len Chelack, Lori Friesen, Rakesh Kapila, Leonard Lewko, James Ridgway, Jeff Salisbury

Regrets: SSA Directors - Kristi Baxter, Ron Miller

Others in attendance: Doug Pederson – Executive Director, Dave Nutt – Director of Soccer Operations, Kev Sumner – Coordinator Member Relations and Communications, Tarina Mayer – Coordinator, Relationships and Funds Development



4. Approval of Agenda

**MOTION:** to approve the agenda as presented

Moved by: Gord Quinlan (Saskatoon Adult)

Seconded by: Eileen Zagiel (Saskatoon Adult)

Carried

5. Approval of the Minutes of the 2012 Annual General Meeting

**MOTION:** to approve the Minutes of the 2012 Annual General Meeting as presented/revised

Moved by: Ken Isaac (Valley Soccer)

Seconded by: Shirley Kriel (Prince Albert)

Carried

6. Messages from Stakeholders

a) President, Canadian Soccer Association

The President drew attention to the greetings from the President of the Canadian Soccer Association, Victor Montagliani.

7. Messages from SSA Leadership

a) President

b) Executive Director

Messages from the President, Leslie Blyth and Executive Director, Doug Pederson were included in the SSA Annual Report for 2012. Both spoke briefly from their written reports.

8. Registrar's Report

The Registrar's Report was included in the SSA Annual Report for 2012.

9. Reports of the Standing Committees

Leonard Lewko, Chair of the Nominations Committee, presented the Committee Report.

Jeff Salisbury, presented the Governance Committee Report on behalf of Chair Ron Miller.

Lisa Bagonluri, Chair of the Awards and Recognition Committee, presented the Committee Report.

Lisa Bagonluri, presented the Committee Report for outgoing Chair of the Audit and Finance Committee Kristi Baxter.

Steve Boodram, Chair of the Risk Management Committee, presented the Committee report.

Len Chelack, Chair of the Strategic Planning Committee, presented the Committee Report.

10. 2012 Audited Financial Statements

Executive Director Doug Pederson presented highlights of the 2012 Audited Financial Statements.

Discussion followed.

**MOTION:** to approve the 2012 Audited Statements

Moved by: Lisa Bagonluri

Seconded by: Andy Sears (Regina Soccer Assoc)

Carried

Thanks were extended to MNP for their years of service as Auditors for the SSA.

11. Appointment of Auditors for 2013

**MOTION:** to approve the firm of KPMG as Auditors for the 2013 fiscal year.

Moved by: Lisa Bagonluri

Seconded by: Gord Quinlan (Saskatoon Adult Soccer)

Carried

12. Amendments to the Articles of Incorporation

**MOTION:** to approve the Amendments to the Articles of Incorporation as presented.

Moved by: Jeff Salisbury  
Seconded by: Holly Boreski (Estevan Youth & Mini Soccer)  
Carried

13. Amendments to the Bylaws

**MOTION:** to approve the Amendments to the SSA Bylaws as presented.

Moved by: James Ridgway  
Seconded by: Maria Kavanagh (Meridian Youth Soccer)  
Carried

14. Appointment of Life Members

**MOTION:** to approve the appointment of Jeanette Kuc as Life Member of the Saskatchewan Soccer Association.

Moved by: Lisa Bagonluri  
Seconded by: Paul Flegel (Moose Jaw Soccer)  
Carried

15. Election of Directors and Officers

Leonard Lewko presented the candidates for the SSA Board of Directors all of whom were acclaimed elected:

- Leslie Blyth as President for a one year term
- Len Chelack as Vice-President for a two year term
- Directors Joseph Kaminski, Jim Kroczyński, Steve Boodram, Rakesh Kapila and Jeff Salisbury for two year terms.

**MOTION:** to approve the slate of candidates by acclamation.

Moved by: Leonard Lewko  
Seconded by: Doug Konkin (Saskatoon Youth Soccer)  
Carried

The President extended thanks to outgoing Board members Kristi Baxter, Lori Friesen and James Ridgway for their contributions to the SSA.

16. Adjournment

**MOTION:** that the 2013 Annual General Meeting be adjourned.

Moved: Sheldon Mathies (Saskatoon Adult Soccer)  
Vote: Carried

The meeting adjourned at 2:40 p.m.

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Minutes Prepared by Brigitte April (Kelly Services)

Financial Statements of

**SASKATCHEWAN SOCCER  
ASSOCIATION INC.**

Year ended December 31, 2013



## MANAGEMENT'S RESPONSIBILITY

To the Members of Saskatchewan Soccer Association Inc.:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Association. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Association's external auditors.

KPMG LLP is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

February 8, 2014



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Executive Director



**KPMG LLP**  
**Chartered Accountants**  
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Canada

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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, 2013, 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, 2013, 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.



*Comparative Information*

The financial statements of Saskatchewan Soccer Association Inc. as at and for the year ended December 31, 2012 were audited by another auditor who expressed an unmodified opinion on those financial statements on February 9, 2013.

**KPMG LLP**

Chartered Accountants

February 8, 2014  
Regina, Canada



# Saskatchewan Soccer Association Inc.

## Statement of Financial Position

As at December 31, 2013, with comparative figures for 2012

	2013	2012
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 1,334,482	\$ 869,720
Accounts receivable	30,864	115,722
Prepaid expenses	58,940	26,754
	<b>1,424,286</b>	<b>1,012,196</b>
<b>Restricted cash (Note 5)</b>	<b>959</b>	<b>912</b>
<b>Capital assets (Note 6)</b>	<b>17,299</b>	<b>15,163</b>
	<b>\$ 1,442,544</b>	<b>\$ 1,028,271</b>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accruals	\$ 59,589	\$ 46,505
Deferred Sport Legacy Fund revenue (Note 5)	959	912
Deferred revenue (Note 4)	454,677	410,360
	<b>515,225</b>	<b>457,777</b>
<b>Net assets</b>		
Invested in capital assets	17,299	15,163
Internally restricted (Note 7)	910,020	555,331
Unrestricted	-	-
	<b>927,319</b>	<b>570,494</b>
<b>Commitments (Note 9)</b>	<b>\$ 1,442,544</b>	<b>\$ 1,028,271</b>

On Behalf of the Board

Director:



Director:



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, 2013 with comparative figures for 2012

	2013	2012
<b>Revenue</b>		
Sask Lotteries Trust Funding (Schedule 1)	\$ 557,940	\$ 546,438
Self Help (Schedule 2)	1,920,395	2,025,694
National Sport Organization (Schedule 3)	-	19,237
	<b>2,478,335</b>	<b>2,591,369</b>
<b>Expenditures</b>		
Administration (Schedule 4)	310,951	318,847
Capacity/Interaction (Schedule 5)	243,450	179,203
Participation (Schedule 6)	493,383	493,296
Excellence (Schedule 7)	825,337	1,034,302
Categorical Grants (Schedule 8)	248,389	268,424
Other	-	7,424
	<b>2,121,510</b>	<b>2,301,496</b>
Excess of revenue over expenditures	\$ 356,825	\$ 289,873

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, 2013 with comparative figures for 2012

	Unrestricted	Invested in capital assets	Internally restricted	2013	2012
Balance, beginning of year	\$ -	\$ 15,163	\$ 555,331	\$ 570,494	\$ 280,621
Excess of revenue over expenditures	360,925	(4,100)	-	356,825	289,873
Capital asset additions	-	6,236	(6,236)	-	-
Appropriations to/from unappropriated surplus	(360,925)	-	360,925	-	-
Balance, end of year	\$ -	\$ 17,299	\$ 910,020	\$ 927,319	\$ 570,494

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, 2013 with comparative figures for 2012

	2013	2012
<b>Cash provided by (used for) the following activities</b>		
<b>Operating activities</b>		
Excess of revenue over expenditures	\$ 356,825	\$ 289,873
<b>Items not affecting cash</b>		
Amortization of capital assets	4,100	4,492
<b>Changes in working capital accounts</b>		
Accounts receivable	84,858	(98,107)
Prepaid expenses	(32,186)	(3,033)
Accounts payable and accruals	13,084	11,693
Deferred revenue	44,364	37,585
	<b>471,045</b>	<b>242,503</b>
<b>Investing Activities</b>		
Additions to capital assets	(6,236)	(829)
Additions to restricted cash	(47)	(543)
	<b>(6,283)</b>	<b>(1,372)</b>
<b>Increase in cash</b>	<b>464,762</b>	<b>241,131</b>
<b>Cash, beginning of year</b>	<b>869,720</b>	<b>628,589</b>
<b>Cash, end of year</b>	<b>\$ 1,334,482</b>	<b>\$ 869,720</b>

The accompanying notes are an integral part of these financial statements

# Saskatchewan Soccer Association Inc.

## Notes to the Financial Statements

Year ended December 31, 2013

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### 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. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

#### Capital assets

Capital assets are initially recorded at cost. Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives. In the year of acquisition, amortization is taken at one-half of the rates below:

	Rate
Furniture and fixtures	10%
Computer and equipment	30%

#### Income taxes

The Corporation 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.

#### 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.

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 Canada Games Program, Winter Training Program, Provincial Development and Provincial Teams Programs.

# Saskatchewan Soccer Association Inc.

## Notes to the Financial Statements

Year ended December 31, 2013

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### 3. Significant accounting policies (continued)

#### Internally restricted net assets (continued)

##### iv) Office Equipment

This reserve was created to provide funds for the office or office equipment improvement for the technical office in Saskatoon or the administrative office in Regina.

##### 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.

#### 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.

#### 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.

# Saskatchewan Soccer Association Inc.

## Notes to the Financial Statements

Year ended December 31, 2013

### 4. Deferred revenue

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

	2013	2012
Aboriginal Sport Excellence Program	\$ 13,421	\$ 18,510
Annual Funding	147,100	146,000
Community Initiatives Fund	40,000	-
MAP Grant	195,700	183,900
University Athletic Assistance Grant	40,500	32,400
Membership Fees	13,985	29,550
Provincial Registrations	3,971	-
	<u>\$ 454,677</u>	<u>\$ 410,360</u>

### 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

				2013	2012
	Cost	Accumulated amortization	Net Book Value	Net Book Value	
Furniture and fixtures	\$ 34,444	\$ (27,363)	\$ 7,081	\$ 6,069	
Computer and equipment	19,664	(9,446)	\$ 10,218	9,094	
	\$ 54,108	\$ (36,809)	\$ 17,299	\$ 15,163	

### 7. Internally restricted net assets

	Revenue Stabilization	Strategic Opportunities	Athlete Assistance	Office Equipment	Canada Games	Western Canada Games	Sask Summer Games	2013	2012
Balance, beginning of year	\$ 415,331	\$ 70,000	\$ 10,000	\$ 15,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 555,331	\$ 265,458
Excess of revenue over expenditures	(6,236)	-	-	-	-	-	-	(6,236)	289,873
Appropriations to/from unrestricted funds	360,925	-	-	-	-	-	-	360,925	-
Balance, end of year	\$ 770,020	\$ 70,000	\$ 10,000	\$ 15,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 910,020	\$ 555,331

### 8. 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.



# Saskatchewan Soccer Association Inc.

## Notes to the Financial Statements

Year ended December 31, 2013

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### 9. Commitments

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

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2014	\$	4,124
2015	\$	2,857
2016	\$	283

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### 10. Risk management

The Association's principal financial assets are cash and accounts receivable. The Association is exposed to credit risk with respect to accounts receivable and cash. 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 2012.

### 11. Comparative figures

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

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# Saskatchewan Soccer Association Inc.

## Schedule 1 - Saskatchewan Lotteries Trust Funding

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

	2013	2012
Annual Funding	\$ 292,000	\$ 283,438
Coach Capacity	20,000	20,000
Hosting	2,640	-
Membership Assistance	183,900	183,600
University Athletic Assistance	32,400	32,400
Student Athlete Award	27,000	27,000
	<b>\$ 557,940</b>	<b>\$ 546,438</b>

## Schedule 2 - Self Help Revenue

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

	2013	2012
<b>Internal</b>		
<b>Capacity Building</b>		
Administrative Fees	\$ 195	\$ 60
Forfeited Bonds & Deposits	6,250	1,000
Interest	11,670	10,124
Merchandise	184	208
Support Programs	9,081	9,721
<b>Excellence</b>		
Athletes	354,141	421,307
Competition	276,804	364,339
Coaches	1,950	-
<b>Membership fees</b>		
Affiliation	5,200	4,890
Indoor	374,543	313,273
Outdoor	617,440	576,913
Other	62,992	67,181
<b>Participation</b>		
Athletes	10,031	22,751
Competition	55,700	89,441
Coaches	67,565	46,955
Officials	29,655	28,061
<b>External</b>		
<b>Grants</b>		
Participating Non-Profit Community Group Program (PNPCG)	10,720	10,720
Government Employment Grant	2,000	3,500
Sask Sport Inc. - Long Term Athlete Development	-	26,700
Sask Sport Inc. - Aboriginal Sport Enhancement Program	5,089	-
<b>Sponsorship</b>	19,185	28,550
	<b>\$ 1,920,395</b>	<b>\$ 2,025,694</b>

## Schedule 3 - National Sport Organization

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

	2013	2012
National Training Centre	\$ -	\$ 3,237
Regional Training Centre	-	16,000
	<b>\$ -</b>	<b>\$ 19,237</b>

# Saskatchewan Soccer Association Inc.

## Schedule 4 - Administration Expenses

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

	2013	2012
Amortization	\$ 4,100	\$ 4,492
Audit	12,520	15,895
Bad debt	-	1,037
Bank & Finance charges	11,595	13,627
Bookkeeping	5,784	4,788
Insurance	42,803	45,657
Legal	30	10
Office Operations	64,487	65,365
Recruitment	3,300	-
Salaries & Benefits	166,332	166,661
Travel	-	1,315
	<b>\$ 310,951</b>	<b>\$ 318,847</b>

## Schedule 5 - Capacity/Interaction Expenses

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

	2013	2012
<b>Board</b>		
Annual General Meeting	\$ 6,683	\$ 7,762
Board and Committee Meetings	13,638	18,900
Travel & Apparel	762	2,235
<b>Organization Development</b>		
Long Term Athlete Development	-	5,874
Meetings	7,947	16,242
Memberships	858	860
Staff	5,367	4,748
<b>Positioning &amp; Development</b>		
Marketing & Communications	14,145	476
Sponsorship	932	7,875
Technology Resources	46,776	1,575
Salaries & Benefits	114,886	83,380
Support Programs	14,533	3,774
Travel	16,923	25,502
	<b>\$ 243,450</b>	<b>\$ 179,203</b>

## Schedule 6 - Participation Expenses

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

	2013	2012
<b>Athlete Development</b>		
Introductory Programs	\$ 197,691	\$ 213,123
Centre of Excellence	3,231	9,710
Underrepresented Populations	18,336	955
<b>Competition</b>		
Indoor	19,078	32,604
Outdoor	44,267	36,060
Sask Summer Games	-	13,065
<b>Coaching Development</b>	52,930	25,903
<b>Officials Development</b>	15,671	12,244
<b>Salaries &amp; Benefits</b>	142,179	149,632
	<b>\$ 493,383</b>	<b>\$ 493,296</b>

# Saskatchewan Soccer Association Inc.

## Schedule 7 - Excellence Expenses

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

	2013	2012
<b>Athlete Development</b>		
Athlete Assistance	\$ 20,245	\$ 12,635
Indoor Showcase	14,324	4,723
National Training Centre	-	1,051
High Performance Development Centre	43,037	65,620
Sask/Manitoba	42,615	156,983
Training to Train Stage 1	54,406	60,787
Training to Train Stage 2	59,296	59,522
Training to Compete Stage 1	106,130	110,506
<b>Competition</b>		
Multi-sport	124,531	109,924
Nationals	103,914	211,783
Premier Soccer League	50,917	41,167
<b>Coaching Development</b>	1,162	-
<b>Officials Development</b>	59,415	36,795
<b>Salaries &amp; Benefits</b>	145,345	162,806
	<b>\$ 825,337</b>	<b>\$ 1,034,302</b>

## Schedule 8 - Categorical Grant Expenses

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

	2013	2012
<b>Aboriginal Sport Enhancement Program</b>	\$ 5,089	\$ -
<b>Long Term Athlete Development - Fundamentals</b>	-	25,424
<b>Membership Assistance Payments (Schedule 9)</b>	183,900	183,600
<b>Student Athlete Award</b>	27,000	27,000
<b>University Athletic Assistance</b>	32,400	32,400
	<b>\$ 248,389</b>	<b>\$ 268,424</b>



# Saskatchewan Soccer Association Inc.

## Schedule 9 - Membership Assistance Grant Payments

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

	2013	2012
14-40 Soccer Association	\$ -	\$ 1,437
Battleford Youth Soccer Association	5,000	6,518
Battleford & District Senior Soccer	-	3,096
Broadview Soccer	1,526	-
Canora Soccer Association	-	211
Carlton Trail Soccer Association	2,000	1,942
Central Saskatchewan Futsal Liga	1,000	-
Eastend Soccer Association	1,602	794
Estevan Youth Soccer Association	2,683	3,168
Grenfell Soccer Club	1,840	1,000
Kennedy Soccer Club	1,000	-
Kipling Soccer Association	-	1,000
Lloydminster Soccer Association	-	2,950
Melfort Youth Soccer Association	4,549	3,309
Melville Soccer Association	1,725	360
Meridian Youth Soccer Association	9,336	9,832
Moose Jaw Soccer Association	11,245	13,404
Moose Mountain District	932	590
Naicam Soccer	706	-
Nipawin Outdoor Soccer	1,000	-
Odessa Recreation Association	594	-
Prince Albert Youth Soccer Association	12,000	15,583
Qu'Appelle Valley Soccer Association	2,939	3,000
Regina Soccer Association	29,558	31,114
Saskatoon Adult Soccer	21,500	21,528
Saskatoon District Soccer Referee Association	4,536	6,766
Saskatoon Youth Soccer Association	47,753	30,187
Shanavon Soccer Association	500	-
Swift Current Soccer Association	9,366	9,465
Tisdale Soccer Association	-	891
United Soccer Organization	2,777	-
Valley Soccer Association	-	6,500
Wawota Minor Soccer	1,517	-
Weyburn Soccer Association	1,665	3,669
Wolseley Soccer Club	-	535
Yorkton & District Soccer Association	-	4,751
Yorkton United FC	3,051	-
	<b>\$ 183,900</b>	<b>\$ 183,600</b>

*The Saskatchewan Soccer Association Board of Directors and Staff wish to extend a sincere Thank You to all of the dedicated Volunteers and Athletes that make soccer Saskatchewan's number one participation sport!*

*We wish to acknowledge the contributions and strong support of our corporate sponsors:*

