



SASKATCHEWAN SOCCER ASSOCIATION
2013 Annual General Meeting | March 15 – 17, 2013 | Saskatoon, Saskatchewan
2012 Annual Report



SASKATCHEWAN SOCCER ASSOCIATION

2012 Annual Report

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Itinerary

Friday, March 15 Four Points Sheraton, 103 Stonebridge Boulevard, Saskatoon SK

7:00 pm - 9:00 pm Outcomes Reporting and Update on the Strategic Plan

9:00 pm - 11:00 pm Social

Saturday, March 16 German Cultural Centre, 160 Cartwright Street East, Saskatoon SK

8:30 am - 9:00 am Registration

9:00 am - 10:30 am President's Forum

10:30 am - 10:45 am Break

10:45 am - 11:45 am Technical Information Session

11:45 am - 1:00 pm SSA Appreciation Luncheon

12:30 pm - 1:00 pm AGM Registration

1:15 pm - 3:15 pm 2013 Annual General Meeting

3:15 pm - 3:30 pm Break

3:30 pm - 4:30 pm Administrative Information Session

6:00 pm - 6:30 pm Reception

6:30 pm - 9:30 pm Awards Banquet

Sunday, March 17 Four Points Sheraton, 103 Stonebridge Boulevard, Saskatoon SK

9:00 am - 12:00 pm Meeting of SSA Board of Directors

Agenda

2013 SSA Annual General Meeting

1. Call to Order
2. Greetings from the President
3. Roll Call
4. Approval of Agenda
5. Approval of the Minutes of the 2012 Annual General Meeting
6. Messages from Stakeholders
 - a) President, Canadian Soccer Association
7. Messages from SSA Leadership
 - a) President
 - b) Executive Director
8. Registrar's Report
9. Reports of the Standing Committees
10. 2012 Audited Financial Statements
11. Appointment of Auditors for 2013
12. Amendments to the Articles of Incorporation
13. Amendments to the Bylaws
14. Appointment of Life Members
15. Election of Directors and Officers
16. Adjournment



All of our participants are champions.

Saskatchewan Soccer Association (SSA)

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.

Board of Directors

Leslie Blyth *President*

Len Chelack *Vice President*

Kristi Baxter	Steve Boodram	Lisa Bagonluri
Rakesh Kapila	Leonard Lewko	Lori Friesen
James Ridgway	Jeff Salisbury	Ron Miller

Standing Committees

Risk Management

Steve Boodram (Chair)
Ron Miller
Lori Friesen
James Ridgway
Leslie Blyth (ex officio)

Audit and Finance

Kristi Baxter (Chair)
Lisa Bagonluri
Darcie Doell (expert)
Jeannette Kuc (expert)
Kevin Kobialka (expert)
Leslie Blyth (ex officio)

Strategic Planning

Len Chelack (Chair)
Lori Friesen
Rakesh Kapila
Leslie Blyth (ex officio)

Governance

Ron Miller (Chair)
Jeff Salisbury
James Ridgway
Leslie Blyth (ex officio)

Nominations

Len Lewko (Chair)
Kristi Baxter
Steve Boodram
Jeff Salisbury
Leslie Blyth (ex officio)

Awards and Recognition

Lisa Bagonluri (Chair)
Len Lewko
Len Chelack
Leslie Blyth (ex officio)

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	

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	<i>Not awarded</i>	2004	Percy Hoff
1992	Ross Wilson	2005	Bob Rohachuk
1993	Klass 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

Past SSA Volunteer of the Year Award Winners

2011	Volunteer of the Year	Lorelee Marin
2010	Volunteer of the Year	Scott Benning
2009	Volunteer of the Year	Dena Clark
2008	Volunteer of the Year	Blair Kardash
2007	Volunteer of the Year	Kathy Chisholm
2006	Volunteer of the Year	John Myrah
2005	Volunteer of the Year	Steve Boodram
2004	Volunteer of the Year	Huw Morris

Saskatchewan Sports Hall of Fame Inductees

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



SSA Staff

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The Canadian Soccer Association – L'Association canadienne de soccer

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February 21, 2013

Dear Saskatchewan Soccer Association,

On behalf of the Canadian Soccer Association, it is my pleasure to congratulate the Saskatchewan Soccer Association on another successful year and wish you a most successful Annual General Meeting.

The Canadian Soccer Association is proud to be at the heart of a strong and vibrant soccer community. I would like to thank the Saskatchewan Soccer Association and all of its members for your continued leadership and support for the advancement of soccer.

Collectively, our passion for the “beautiful game” continues to grow. This past year, the Centennial year of the Canadian Soccer Association was one of the most successful in Canadian soccer history. From our Women’s National Team capturing the Olympic Bronze Medal and the hearts of millions in London to our record setting pro-Canadian crowds filling BMO Field to cheer on our Men’s National Team in the 2014 FIFA World Cup Qualifiers, the world’s most beautiful game has taken hold of the country.

Looking ahead, 2013 promises to, once again, be a very busy year for the sport of soccer, with opportunities across all of our programs—from our signature grassroots Active Start Soccer Fests that reach nearly 200,000 individuals annually to our National Teams. The Canadian Soccer Association will continue to build on the momentum and success of 2012 with a commitment to having our National Teams play at home. In addition, our Men’s National Team will participate in the 2013 CONCACAF Gold Cup in July 2013, while our Men’s Under-20 and Under-17 Teams and our Women’s U-17 Team will take part in CONCACAF Qualifying Tournaments with the hope of reaching their respective FIFA World Cups.

Finally, we continue preparations 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.

Soccer in this country has never been stronger. Momentum continues to build and the future continues to look bright. I would like to thank the Saskatchewan Soccer Association for its key contributions to the unprecedented growth of the game and look forward to our continued collaboration.

Warm regards,

Victor Montagliani
President

Leading Canada to **victory** and Canadians to a life-long **passion** for **soccer** since 1912
canadasoccer.com

President's Report

Respectfully submitted by:

Leslie Blyth, President

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. In addition, the Board oversees and evaluates the Executive Director as we work toward the accomplishment of the Strategic Plan. 2012 has indeed been a very successful year.

Saskatchewan Soccer is an important part of life in our province. This magnificent sport is played by athletes of all ages in all parts of our province, and supported by coaches, officials, volunteers, organizers, board members and the provincial governing body.

2012 began with Mr. Don Story being acclaimed President of Saskatchewan Soccer Association. Subsequently, Don Story was elected to the Board of Directors for the Canadian Soccer Association. Don Story was honoured to accept the position, and continue his work with the national association, guiding them through the transition to a governance board. Though we will miss his leadership, we are proud that, once again, a Saskatchewan Soccer Board member has taken a lead role at the national level. In accordance with the new rules of the CSA, Don resigned from his position as SSA President and I accepted the role of acting-President for a one year term in May.

It has been a very productive year. Our new year Strategic Plan was introduced mid-year. SSA has made it our Mission: *to provide leadership and support in the delivery of first-class soccer programs and services in Saskatchewan, developing individuals, creating community and support life-long participation in the sport of soccer.* The Board of Directors identified five key success factors: Sport Programming, Building Organizational Capacity, Growing Involvement and Participation, Membership Development and Enhancing Relationships. Both staff and Board members have made it a priority to report on the outcomes annually. Though it has only been a short time since SSA has adopted the Strategic Plan progress has been significant. We have outlined the need to build capacity and develop succession plans for the Board, and in response have introduced a plan to seek outside candidates for our Board Appointed Committees. The Board undertook a complete review of the Articles of Incorporation and By-laws of the Association which will lay the foundation for a new era for the SSA.

Recognizing that we need work together with all of our partners, our Association is sharing our policies and best practices with the provincial and territorial associations across Canada. Those same policies and best practices will be available to our members, allowing them to adapt the ideas, and policies to best suit their needs of their members. Saskatchewan Soccer Association is committed to developing strong relationships with partners who can assist in growing our Association.

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President's report...

The path has been clearly laid out for the Association and detailed in our Strategic Plan. The Plan will enhance our organization's capacity to generate new ideas, engage new partners, and work together as a team. Board committees were active in their respective roles over the past year, but there is more work to be done.

A strong and well-rounded Board is critical to the success of any organization and the SSA is no exception. The Nominations Committee is diligent in its role to recommend new Board candidates to the membership.

This year the SSA says good-bye to Board members: Lori Friesen, Kristi Baxter and James Ridgway. Kristi's work on the Audit and Finance Committee has been invaluable. This year's audit is a credit to her leadership, as her committee helped guide the association to a position of financial strength. The Governance Committee was the focus of James' work with the association. He worked tirelessly, helping the association travel the road from an operational board to a governance board. Though Lori was only with the Board for two years, she contributed to Strategic Planning and Risk Management. SSA is grateful for their hard work and dedication. We wish them well in their future endeavors.

Finally, let me thank each member of the Board of Directors for his/her dedication. SSA has been well served by an excellent Board whose members perform at a very high level. My year as acting President has been very rewarding. I am proud of Saskatchewan Soccer Association; the staff, the members and the Board of Directors. Thank you for your passion for soccer.



Eastside Vortex U18G National Champions



Hollandia Impact Senior Women's National Club Bronze Medalists

Executive Director's Report

Respectfully submitted by:

Doug Pederson, Executive Director

The implementation of the **Strategic Plan** has been a source of strength guiding the SSA to a very successful year.

Building Organizational Development

In 2012 we have taken huge strides to renew the financial integrity and security of the Association, and, for the second year in a row, we have received an unqualified audit opinion. We have made significant changes in our operating practices to **create strong financial management systems that ensure organizational accountability** that have been well received by the Audit and Finance Committee, the SSA Board of Directors and our Auditors.

Once again this year we are able to make significant contributions to the Revenue Stabilization Reserves. This comes as a result of a strategy of reasonable restraint predicated by a lack of confidence in registration numbers in June, combined with unanticipated growth in registrations by year end. We were able to do this by negotiating savings, increasing financial efficiency; with no impact on programs or services. By late fall our confidence increased and we predicted over 40,000 registrations for the first time. The reality is that we achieved 42,161 registrations. Much of that growth is a as a result of excellent work at the Member level and a renewed commitment to bylaw and policy enforcement. I want to thank leaders in Saskatoon Youth and Weyburn soccer, who, along with the 10 new member organizations that have come into the fold and increased registration totals in 38 of 55 organizations allowing the SSA to realize an unprecedented 16% growth in registration. This now solidifies soccer as the largest participation sport in the province and assists the Association to have the **necessary financial resources to grow the Association**.

We have taken significant strides to accomplish key priorities and position the SSA to achieve the goals of the **Strategic Plan** in the coming years. The strength of our system is when all members work together to align their efforts. We will continue to enforce policy with existing Members, and, as supported by the Strategic Plan, keep our focus on **Growing Involvement and Participation** in the years ahead.

Enhancing Relationships and Membership Development

This year we have worked diligently on policy development and in particular will **define the benefits of membership at all levels and the roles, responsibilities and expectations of membership at all levels**. With Member approval for the new Articles of Incorporation and Bylaw amendments we will release policy in the coming weeks. This has been extensive work and a primary focus during the past year.

Amendments to the Articles of Incorporation are the cornerstone of the Business Plan and will be seen as historically significant. Your approval sends a strong message that the SSA embraces **our players and coaches as the heart of everything we do** and confirms that the SSA **works together with our key partners to achieve the goals of the Association**. We also welcome the entities that contribute so much

continued...

to the development of soccer in the province. Currently, soccer is the only Sask Sport Member which does not recognize its participants as members. Approval of the Amendments is required to ensure the SSA remains eligible for Sask Sport funding and is the critical first step toward achieving the Vision of the Strategic plan.

Your approval for the new Classes of Membership will be the first step toward the implementation of an online registration system in the future. The online registration system will enhance “value for fee” for all members by enhancing the registration process for everyone involved. Prior to implementation the SSA will be engaging stakeholders to determine the functionality requirements of, not only the SSA office, but also the Member Organizations. We will research potential vendors and receive expert advice on the best solution for our Association. This will be a lengthy and demanding process but ultimately will yield long term dividends for the entire Association. Amendments to the Articles combined with online registration are key steps in our **financial development plan**; and, will allow the SSA to **develop alternative revenue streams, sustain relationships with internal and external partners who can provide resources for the Association and assist in growing the SSA brand**. As the foundation for an **internal communications plan** online registration **will enhance relationships with members, players, coaches, officials, parents, volunteers and future board members** and will support **volunteer recruitment and retention and leadership development** strategies at all levels.

In response to the cancellation of the Membership consultations in November we will implement a multi-year planning cycle identifying the dates for consultations well in advance each year. Despite the cancellation we are proud of the many opportunities for membership input into policy and practice; the Membership Assistance Program Advisory Group contributed to new policy for MAP funding, Referee and Technical Development committees played a major role in developing our Elite Referee program and in new formats for our provincial championships and there was extensive consultation to revitalize the PSL. Recently we launched a recruitment process for SSA Board and Staff appointed committees. This will allow members and external experts, with key skill sets, to enhance our strategic capacity on committees of influence.

Sport Programming

Changes in our staff roles will allow the SSA to focus on the organizational development and sport programming needs of Members. With the completion of the Business Plan later this year the SSA will be in a stronger position to support the needs of Members on the Administrative and Technical sides of your organizations. Our Director of Soccer Operations and staff have created the long term vision and strategies that will **define all streams of soccer involvement and opportunities for participation and align soccer programming to the Long Term Player Development model**.

Much work is required to achieve the Vision of the Strategic Plan. I want to applaud the SSA staff for their tireless **efforts to deliver the appropriate mix of quality programs, services** and supports **to meet the needs** of Members. Thanks also the SSA Board of Directors for their strategic vision and dedication to keep the **Plan** alive and on track. Finally, I want to extend my most sincere thanks to the SSA participants, Members and all volunteers that contribute to the growth of soccer in Saskatchewan.

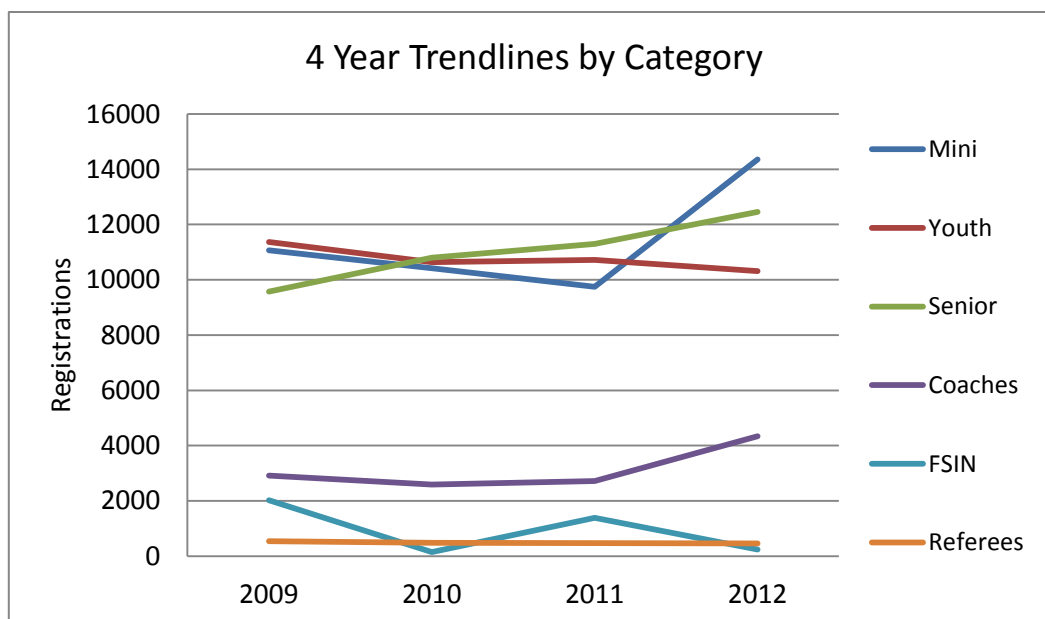
The SSA is truly **a dynamic and innovative organization**, and, thanks to the combined efforts of everyone in the SSA, **we truly enrich lives through the development of strong relationships and the delivery of soccer programs of the highest quality**. I am proud to be a part of it.

Registrar's Report

Respectfully submitted by:

Kevin Sumner, Coordinator, Member Relations and Communications

Registration	2009	2010	2011	2012	Average	High	Low	CAGR
Mini	11063	10418	9745	14352	11395	14352	9745	9.1%
Youth	11370	10645	10721	10310	10762	11370	10310	-3.2%
Senior	9576	10800	11297	12453	11032	12453	9576	9.2%
Coaches	2912	2592	2723	4342	3142	4342	2592	14.2%
FSIN	2023	146	1381	240	948	2023	146	
Referees	540	488	468	464	490	540	464	-4.9%
Totals	37484	35089	36335	42161	37767	42161	35089	4.0%
Growth vs. Previous Year		93.6%	103.6%	116.0%	<i>Compounded Annual Growth Rate (CAGR) is a business term for the smoothed annualized gain over a given time period.</i>			



Players Only Average 2011-12	
Age 0-12	42.8%
Age 13-18	20.1%
Age 19+	37.2%

Players Only Average 2011 and 12	
Male	58.6%
Female	41.4%

	OUTDOOR			INDOOR		
Regular Members	2012	2011	+/-	2012	2011	+/-
14-40 Soccer Inc.	426	394	32	0	0	0
Battleford & District Senior Soccer	409	330	79	0	0	0
Battleford Youth Soccer Inc.	982	701	281	296	230	66
Carlton Trail Soccer Association	463	326	137	190	196	-6
Estevan Senior Soccer Association	19	83	-64	0	0	0
Estevan Youth & Mini Soccer Association	276	0	276	0	0	0
Kindersley Soccer Association	33	36	-3	76	30	46
Lloydminster & District Senior Soccer	291	249	42	316	312	4
Meadow Lake & District Youth Soccer	456	522	-66	0	0	0
Melfort Youth Soccer Association	258	200	58	261	125	136
Meridian Youth Soccer Association	1022	1124	-102	466	423	43
Moose Jaw Soccer Association	758	1209	-451	440	458	-18
Prince Albert Senior Soccer Association	222	218	4	161	192	-31
Prince Albert Youth Soccer Association	1267	1468	-201	1041	936	105
Qu'Appelle Valley Soccer Association	828	783	45	0	0	0
Regina Soccer Association	3015	2858	157	4019	3704	315
Saskatoon Adult Soccer	3182	2870	312	3494	2976	518
Saskatoon Youth Soccer Inc.	6193	3310	2883	3948	2443	1505
Swift Current Soccer Association	913	900	13	303	297	6
Valley Soccer Association	1884	1726	158	159	281	-122
Weyburn Soccer Association	287	296	-9	63	62	1
Yorkton United	395	404	-9	298	257	41
Regular Members Totals	23579	20007	3572	15531	12922	2609
Percent of Total Membership	92.3%	93.8%		97.5%	98.3%	

2012 Membership Statistics can be found at www.sasksoccer.com

	OUTDOOR			INDOOR		
Associate Members	2012	2011	+/-	2012	2011	+/-
Astra Academy	0	0	0	60	0	60
Broadview Soccer Club	33	0	33	0	0	0
Canora Soccer Club	63	48	15	0	0	0
Carlyle & Moose Mountain Soccer	88	0	88	0	0	0
Eastend Soccer Club	65	59	6	0	0	0
Esterhazy Soccer	65	20	45	0	0	0
Grenfell Soccer Club	73	0	73	0	0	0
Kamsack Soccer Club	15	93	-78	0	0	0
Kipling Soccer Club	121	0	121	0	0	0
Lanigan & District Soccer	0	58	-58	0	0	0
Leoville Soccer Club	0	20	-20	0	0	0
Maple Creek Youth	117	122	-5	0	0	0
Meadow Lake Senior	0	0	0	0	0	0
Melville Soccer Club	93	0	93	44	0	44
Montmatre & District Soccer	105	0	105	0	0	0
Moosomin Soccer Association	146	122	24	0	0	0
Nipawin Soccer (Indoor Only)	0	0	0	106	30	76
Odessa Recreation Assoc.	19	23	-4	0	0	0
Rocanville Soccer Club	120	98	22	0	0	0
Saltcoats Soccer	33	53	-20	0	0	0
Saskatoon & Districts Soccer Refs. Assoc.	0	0	0	0	0	0
Shaunavon Soccer	143	135	8	0	0	0
St. Walburg Soccer	0	39	-39	0	0	0
Spiritwood JR Soccer	66	0	66	0	0	0
Tisdale Soccer Club	87	97	-10	123	145	-22
United Soccer Organization (Langenburg)	150	93	57	0	0	0
Vibank Soccer	69	79	-10	0	0	0
Wapella Soccer Association	40	39	1	0	0	0
Wawota Minor Soccer	22	0	22	0	0	0
Whitewood Soccer Association	53	0	53	58	53	5
Wolseley Soccer	118	126	-8	0	0	0
2012 Saskatchewan Summer Games	37	0	37	0	0	0
BATC - Albion Cup, USA	12	0	12	0	0	0
Direct Registration with SSA	2	4	-2	1	1	0
University of Saskatchewan	0	0	0	0	0	0
University of Regina	0	0	0	0	0	0
Associate Member Totals	1955	1328	627	392	229	163
Percent of Total Membership	7.7%	6.2%		2.5%	1.7%	

2012 Membership Statistics can be found at www.sasksoccer.com

Audit and Finance Committee Report

Respectfully submitted by:

Kristi Baxter CMA, Chair, Audit and Finance Committee

The Audit and Finance Committee composed of Kevin Kobialka, Jeanette Kuc, Darcie Doell, Lisa Bagonluri, Leslie Blyth (ex-officio) and Doug Pederson (non-voting) continued its financial oversight responsibilities throughout the year.

Reviewing

The Committee continued its comprehensive review of the internal financial policies and procedures of the Association and made recommendations to the Board to mitigate risk and improve financial controls. In conjunction with the committee's work, the Executive Director developed Operational Financial Policies and Procedures to ensure the Association has proper controls and safety measures in place.

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. Throughout the year, the Executive Director continued to develop financial tools and metrics to assist in the monitoring of the Association's fiscal health. These were assessed by the Committee for relevance and long-term manageability. Due to close monitoring and fiscal responsibility by the Executive Director and Staff, the Association was able to end the 2012 financial year with a contribution to the Revenue Stabilization Reserve.

Advisory

The Committee assisted the Executive Director by providing financial expertise. The external auditors, Myers Norris Penny LLP, were hired to complete the 2012 audit and resulting Audited Financial Statements and Management Letter. The Saskatchewan Soccer Association worked with the Auditors to secure an unqualified audit opinion.

A Request for Proposal was developed to engage the external auditors for 2013. The Audit and Finance Committee and the Board will be making a recommendation for the three year appointment of Auditors of the Association commencing with the 2013 Audit.

Risk Management Committee Report

Respectfully submitted by:

Steve Boodram, Chair, Risk Management Committee

The Risk Management Committee is one of the Standing Committees of the Saskatchewan Soccer Association Board. The role of the Committee is to assist the SSA Board in fulfilling its duty of care with respect to the safety and integrity of the day to day operations of the Association; identify potential and significant hazards and risks to the Association and make recommendations to the Board to eliminate, mitigate or minimize those risks and hazards; the Committee also makes recommendations to the Board in regards to actions to be taken and policies or procedures to be implemented regarding risk management for the Association. The Committee members for 2012 were: Steve Boodram (Chair), Lori Friesen, Ron Miller, James Ridgway, Rakesh Kapila, Leslie Blyth (ex-officio) and Doug Pederson (non-voting).

The Committee undertook and committed to the comprehensive task of reviewing SSA's policies and procedures in 2012. One area of review was the policies in regards to Risk Management; this review provided insight to the management and operations of SSA and garnered a commitment from the Risk Management Committee that they will conduct a comprehensive review of all SSA policies on a regular basis providing input to and assisting the Executive Director in ensuring that SSA's policies are properly written to mitigate risk.

I wish to thank my fellow committee members for the hard work and time commitment that they provided to me and the SSA in 2012.



Awards and Recognition Committee Report

Respectfully submitted by:

Lisa Bagonluri, Chair, Awards and Recognition Committee

Every year the support and dedication of the people in Saskatchewan who foster the growth of soccer never ceases to amaze me. These athletes, coaches, managers, officials, mentors and volunteers play such an important role in making soccer the #1 participation sport in Canada.

Saskatchewan has seen many successes this past year with Saskatchewan's very own Kaylyn Kyle and Kelly Parker on the Canada's Women's national team, bringing home the Olympic bronze medal; to the U18 Eastside Vortex who brought home Gold; to the HUSA Alumni (Men's) and Hollandia Impact (Women's) who also brought home bronze medals in the National Competitions this past fall. 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 Awards and Recognition Committee members, Leonard Lewko, Len Chelack, and Leslie Blyth (ex-officio), I would like to thank ALL the people who have committed their time and efforts to this sport. So many people contribute, making it possible for participants to achieve their goals through participation in soccer at the level of their interest whether it is Grassroots, High Performance or Adult soccer.

We would also like to thank the Saskatchewan Soccer Association Board of Directors, past and present, for their continuous commitment to this organization.

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.



Kelly Parker and Kaylyn Kyle



Olympic Bronze Medal

Strategic Planning Committee Report

Respectfully submitted by:

Leonard Chelack, SSA Vice-President, Chair, Strategic Planning Committee

The Strategic Planning Committee is one of the Standing Committees of the Saskatchewan Soccer Association Board. The role of this Committee is to develop a Strategic Vision for the Association and then evaluate delivery of the desired outcomes identified in the Strategic Plan. The Committee members this year were: Leonard Chelack (Chair), Lori Friesen, Rakesh Kapila, Leslie Blyth (ex-officio) and Doug Pederson (non-voting).

After extensive consultation with all stakeholders the 2012-2015 Strategic Plan was finalized in spring 2012. Each year we will report on progress at the Annual General Meeting.

Ongoing consultation is important to keeping the Plan current. This year, we planned a face to face consultation with members on matters of strategic importance. Though we had some interest, it was clear that the majority of the members decided not to attend. We at the SSA Board believe that these meetings are crucial to understandings of the needs of our members. We will continue to look for opportunities to engage members in 2013 and beyond and to serve the needs of our members while following the plan that was set.

The Plan is a living document that will be reviewed, and, based on the review of the outcomes and supporting data, adjusted so that the sport of soccer in the province of Saskatchewan continues to grow and becomes the sport of choice for all residents. The initial figures show a significant increase in participation in 2012 and we hope this continues for years to come.

Thanks to the Board Members who have provided their vision to keep us on the right path to a bright future.



Saskatoon Arsenal – Bronze Medalists at Western Classics

Governance Committee Report

Respectfully submitted by:

Ron Miller, Chair, Governance Committee

The Governance Committee is comprised of Leslie Blyth (ex-officio), James Ridgway, Jeff Salisbury and Ronald Miller (Chair) and Doug Pederson (non-voting). 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.

The Committee has been engaged in the following:

- review and recommendations regarding amendments to the Articles of Incorporation of SSA, to establish new classes of membership;
- review and recommendations regarding amendments to the Bylaws of SSA;
- review and recommendations on the policies and procedures of the SSA;
- review and recommendations regarding the SSA Code of Conduct; and,
- initial review of SSA Governance Policies.

I want to extend thanks to the Committee for their significant contributions this past year. Many of the amendments recommended are of historic significance. In particular, changes to the Articles of Incorporation, while necessary to ensure the SSA remains in compliance as an Active Member of SaskSport, are also the right thing to do. If the SSA is to evolve to be the premier sport in Saskatchewan then it is time that Participants, Organizers and Entities are recognized as part of the SSA family. Care has been taken to ensure that the rights of Regular, Associate and Life Members are maintained.



Nominations Committee Report

Respectfully submitted by:

Leonard Lewko Chair, Nominations Committee

The Nominations Committee is one of the Standing Committees of the Saskatchewan Soccer Association Board. The role of the Committee is 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 members this year were: Leonard Lewko (Chair), Kristi Baxter, Steve Boodram, Jeff Salisbury and Leslie Blyth (ex-officio).

The role of the Nominations Committee is 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.

It is the practice of the Nominations Committee that it receives all nominations to the SSA Board prior to the Annual General Meeting. In addition, all nominees are provided information before the AGM regarding the history, structure and programs of the Association and the roles and responsibilities of the Board of Directors.

A Call for Nominations was sent to the SSA Members in October 2012 and an external recruitment campaign was initiated. Nominations came to the Nominations Committee, who forwards a slate of nominees to the Board of Directors for its approval. SSA Members are then provided detailed information about the candidates they are electing.

SSA President Don Story's resignation in spring created the unusual situation of having to elect both the President and Vice-President at the 2013 AGM.

SSA Board openings at 2013 Annual General Meeting (March 16, 2013):

- President for a 1-year term
- Vice-President for a 2-year term
- Five Directors for 2-year terms



Candidates for Election

Leslie Blyth (President)

Leslie Blyth has given a great deal to the soccer community across Saskatchewan over many years. Her passion is to see the sport grow and develop for all. She has been the Vice-president of the SSA for many years and the acting President since May 2012. Leslie demonstrates her leadership abilities in everything she does and is respected within the soccer community for all of her efforts. These efforts include not only local and provincial engagements, but also representing Saskatchewan in many different capacities at national events. Her demeanor and knowledge of soccer, the organizations, and the issues, make her a qualified candidate for the role of President.

Len Chelack (Vice-President)

Len Chelack has been involved with the soccer community for many years and in many different capacities. Len continues to referee with the SDSRA where he has been involved for over 10 years. He continues to support the SDSRA where he is the past-President and is an active member of Referee Development within the SDSRA.

Len is a National Instructor and Provincial Assessor as well as a member of the Saskatchewan Soccer Association's Referee Development Committee. He continues to help youth referees and senior referees improve their skills while providing development suggestions and helping identify upcoming talent.

Len is a competent official who has refereed for the Saskatoon city high school and provincial high school competitions for many years. He is recognized and well respected as a proficient referee at provincial indoor and outdoor SSA competitions. He has been appointed and selected as an elite CIS University Soccer Referee who has performed admirably at U of S league matches. Len educates soccer players on the field rather than lectures. He is always happy to explain a call. He exhibits boundless energy, business-like professionalism and an excellent attitude always with a smile on his face. Len provides positive comments and encouragement to youth and senior referees alike. In October, Len was voted by Saskatoon Adult Soccer teams and players as the 2012 Referee of the Year.

In addition to the many hours of refereeing in the soccer community, Len has also taken on the challenges of soccer organization. Recently Len served 2 years as President of the SAS. He has also been the President of the SDSRA. In these positions he was a role model for the board members as well as a great leader. His calm nature served him very well in both of these positions. Len has also been a Director of the SSA since 2008 and the Vice-President since May 2012. As a referee, player, coach and board member, Len's contributions to Saskatchewan Soccer are immeasurable.

Len has recently been appointed to sit on the CSA Competitions Committee.

Steve Boodram (Director)

Maple Creek Soccer – Board Member (1 year) and Maple Creek FC Soccer – President (1 year)
Kindersley Recreation – Board Member (2 years)
Kindersley Soccer – President (7 Years) and Kindersley FC – President (7 years)
Meridian Youth Soccer – Board Member (5 years)
Maidstone Soccer – President (5 years)

Steve has been part of the SSA Board of Directors for the past 2 years and is knowledgeable in the SSA's governance policies. Steve has sat on SSA Board Committees: Risk Management, Nominations and Awards and Recognition.

With Steve's background in law enforcement and in his supervisory roles he is well aware of the need for a solid Risk management approach and how to mitigate the risks that could occur. Steve is reliable and diligently attends and participates in Board meetings; he can always be counted on to provide feedback and assistance where needed to the organization and to its Members. Steve brings a broad perspective to the Board. He is likeable and personable and not afraid to step forward and volunteer as the need arises.

Jeff Salisbury (Director)

Former Saskatoon Eastside Youth Soccer Board member
SSA Board Member since 2010

Jeff is extremely passionate about the sport of soccer. His great enthusiasm for the sport gives him a dedication to not just the game itself, but to the growth and development of the game.

Rakesh Kapila (Director)

Regina East United Board (2004-2009) and (2001 to present)
SSA Board (2006-2007) and (2012 to present)
Member of the WCP Cup Committee, U of Regina Women's Cougar program, Santamaria Soccer Academy, Regina Food Bank and the Regina Humane Society.

Rakesh is also currently the CEO and President of a property development and real estate company in Saskatchewan. He has 5 family members that are actively participating in soccer.

Jim Kroczyński (Director)

St. Mary's Credit Union Board from 1985-1991 (President for last 3 years)
Queen City South United Soccer Club Board 2008 to present (Vice-president for last 3 years)
Regina Soccer Association – Queen City South United representative (2012 to present)

Jim has been practicing law for 29 years with a corporate commercial and litigation based practice. He has a strong relationship with and is designated counsel for 2 major financial institutions. He has also been involved with setting up contracts for the QC Board and with vision, growth and direction for the QC United Soccer Club. Jim has also been involved with governance with Regina Soccer Association

Jim has a passion for soccer, both playing and coaching, and is currently coaching or assisting with several teams.

Joseph Kaminski (Director)

Joseph is the Chair of the Wilfred Walker School Community Council and a Board Member of the Junior Achievement program. He is a past Board Member of the Regina East Zone Youth Soccer Association.

Joseph has a Master of Business Administration, Bachelor of Commerce, is a Project Management Professional and has a Black Belt from the Lean Six Sigma program. He has experience with governance, planning, Project Management and Process Improvement (Lean Six Sigma and re-engineering). He has managed projects for SaskTel, Farm Credit Canada, Cooperators Life Insurance, Workman's Compensation Board and 3S Health representing most health regions in Saskatchewan.



SSA SoccerJam





Minutes of the 2012 Annual General Meeting

Saturday, March 17, 2012

Saskatoon Travelodge

Saskatoon SK

1. Call to Order

The Annual General Meeting was called to order at 12:55 p.m. and President Don Story was in the chair.

2. Greetings from the President

The President welcomed all in attendance as well as guests and introduced the Board of Directors and staff in attendance. The President also recognized Warren Proctor from SaskSport and SSA Life Member Dave Herbert.

3. Roll Call

- Total Delegates: 32; majority vote: 17; two-thirds vote: 22
- Carlton Trail Soccer Association - Clark Knaus, Carlos Correa 7
- Kindersley Soccer Association - Tabitha Cherwenuk, Janelle Graham
- Melfort Youth Soccer Association - Eldon Bassett
- Moose Jaw Soccer Association - Rob Francis, Jason Jones
- Prince Albert Youth Soccer Association - Terry Sollis, Mitzi Pytlak, Helen Ramji, Melody Anderson, Dave Herbert
- Prince Albert Senior Soccer Association - Clark Hillaby
- Regina Soccer Association - Dennis Morse, Don Findlay, Kathy Chisholm, Sandra Gallagher, Cheryl Morse, Andy Sears, Cyndi Findlay
- Saskatoon Adult Soccer - Jason Evans, Jason Edighoffer, Morgan Gammel, Tammy Van Lambalgen
- Saskatoon Youth Soccer Inc. - Amanda Romfo, Doug Konkin, Lois Ridgway, Octavian Iliuta, Erin Fehr, Grace Kachur
- Valley Soccer Association - Ken Isaak
- Weyburn Soccer Association - Tara McLeod
- Yorkton United - Andy Wyatt
- The following Directors were in attendance:
Lisa Bagonluri, Kristi Baxter, Leslie Blyth (Vice President), Steve Boodram, Len Chelak, Lori Friesen, Leonard Lewko, Ron Miller, Jeff Salisbury, Don Story (President), James Ridgway
Regrets: Darcie Doell

4. Approval of Agenda

MOTION: that the Agenda be approved as presented
Moved: Don Findlay
Seconded: Janelle Graham
Vote: Carried

5. Approval of the Minutes of the 2011 Annual General Meeting

The following corrections were made:

PAYSA delegate, Karen Thorpe was listed twice; Dale McFee misspelled; Dave Herbert was listed as present but was not in attendance; SYSL's Amanda Romfo and Lois Ridgway attended but were not listed; Lisette Denis was misspelled

MOTION: That the minutes of the 2011 Annual General Meeting be approved as revised;
Moved: Ken Isaak
Seconded: Terry Sollis
Vote: Carried

6. Messages from Stakeholders

The President drew attention to the greetings from the President of the Canadian Soccer Association, Dominique Maestracci.

7. Messages from SSA Leadership

Messages from the President, Don Story and Executive Director, Doug Pederson were included in the *SSA Annual Report for 2011*. Both spoke briefly from their written reports.

8. Registrar's Report

The Registrar's Report was included in the *SSA Annual Report for 2011*. It was agreed that SSA staff will attempt in future to provide a breakdown of rural membership.

9. Reports of the Standing Committees

Len Lewko, Chair of the Nominations Committee, presented the Committee Report, thanked the committee members for their hard work, and expressed his appreciation to Darcie Doell, who is resigning from the SSA Board of Directors.

Ron Miller, Chair of the Governance Committee, presented the Committee Report and provided an update to membership on the player transfer policy that is currently under review.

Leslie Blyth, Chair of the Awards and Recognition Committee, presented the Committee.
Steve Boodram, Chair of the Risk Management Committee, presented the Committee report.
Len Chelack, Chair of the Strategic Planning Committee, presented the Committee Report.
Kristi Baxter, Chair of the Audit and Finance Committee, presented the Committee Report.

10. 2011 Audited Financial Statements

Executive Director Doug Pederson presented highlights of the 2011 Audited Financial Statements.

There was a discussion on membership fee increases, in light of the large surplus occurred. Doug Pederson noted that each budget must stand on its own and that, at the time the budget was approved, the large surplus could not have been predicted. The SSA has a minimum target for financial reserves of 25% of annual operating expenses (approximately \$600,000). From this perspective, a strong financial surplus is something to be very positive about.

MOTION: That the 2011 Audited Financial Statements be approved as presented
Moved: David Herbert
Seconded: Clark Hillaby
Vote: Carried

11. Approval of Auditors

MOTION: That Meyers Norris Penny be appointed as the auditors for the 2012 Fiscal Year
Moved: Andy Wyatt
Seconded: Clark Knaus
Vote: Carried

12. Bylaw Amendments

The proposed By-law amendments were presented by Ron Miller, Chair of the Governance Committee

MOTION: That the SSA By-laws be amended as presented.
Motion: Tabitha Cherwenuk
Seconded: Don Findlay
Vote: Carried

It was noted that the SSA appeal process/policy is defined on the SSA website while much work still is required to educate everyone regarding the policy and appropriate handling of appeals.

13. Election of Honorary Life Members

Leslie Blyth announced that Rob Newman had been nominated Honorary Life Member in the SSA. Rob was unable to attend the meeting but had sent his warmest regards. The President outlined Rob's important contribution to the SSA and to Canadian soccer over many years.

MOTION: Motion: Leslie Blyth
Vote: Carried

14. Election of Directors and Officers

Steve Boodram presented candidate Leslie Blyth, Vice President, who was acclaimed elected. The following Directors were acclaimed elected:

Lisa Bagonluri
Len Lewko
James Ridgway
Kristi Baxter
Ron Miller
Terry Sollis – 1 year term as a new Director

15. Adjournment

MOTION: That the 2011 Annual General Meeting be adjourned.
Moved: Don Findlay
Vote: Carried

The meeting adjourned at 2:35 p.m.

Minutes Prepared by Brigitte April, Kelly Services

Saskatchewan Soccer Association Inc.
Financial Statements
December 31, 2012

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 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 Organization. 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 Organization's external auditors.

MNP 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 9, 2013



Executive Director

Independent Auditors' Report

To the Members of Saskatchewan Soccer Association Inc.:

We have audited the accompanying financial statements of Saskatchewan Soccer Association Inc., which comprise the statements of financial position as at December 31, 2012, December 31, 2011, and January 1, 2011 and the statements of earnings, member's equity and cash flows for the years ended December 31, 2012, and December 31, 2011, and 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 audits. We conducted our audits 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 the auditors' 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, the auditor considers 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, 2012, December 31, 2011, and January 1, 2011 and the results of its operations and its cash flows for the years ended December 31, 2012, December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Regina, Saskatchewan

February 9, 2013


Chartered Accountants

Saskatchewan Soccer Association Inc.**Statements of Financial Position**

December 31, 2012

	December 31 2012	December 31 2011	January 1 2011
Assets			
Current			
Cash and cash equivalents	869,720	628,589	527,366
Accounts receivable	115,722	17,615	78,235
Prepaid expenses	26,754	23,721	49,821
	1,012,196	669,925	655,422
Investments	-	-	56,341
Restricted cash (Note 5)	912	369	369
Capital assets (Note 6)	15,163	18,826	7,492
	1,028,271	689,120	719,624
Liabilities			
Current			
Bank indebtedness	-	-	136,144
Accounts payable and accruals	46,505	34,811	172,717
Deferred Sport Legacy Fund revenue (Note 5)	912	369	369
Deferred contributions (Note 4)	410,360	373,319	310,841
	457,777	408,499	620,071
Members' Equity			
Equity in capital assets	15,163	18,826	7,492
Appropriated Surplus			
Revenue Stabilization Reserve	415,331	184,558	54,824
Strategic Opportunities Reserve	70,000	10,000	-
Athlete Assistance Reserve	10,000	10,000	5,000
Credit Union Legacy Reserve	-	-	11,000
Office Equipment Reserve	15,000	10,000	10,000
Canada Games Reserve	25,000	25,000	5,000
Western Canada Games Reserve	10,000	10,000	5,000
Sask Summer Games Reserve	10,000	12,237	1,237
	555,331	261,795	92,061
Unappropriated surplus	-	-	-
	570,494	280,621	99,553
	1,028,271	689,120	719,624

On Behalf of the Board

Director:



Director:



The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.
Statements of Revenues Over Expenditures

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
Revenue		
Sask Lotteries Trust Funding (Schedule 1)	546,438	503,507
Self Help (Schedule 2)	2,025,694	1,578,230
National Sport Organization (Schedule 3)	19,237	21,193
	2,591,369	2,102,930
Expenditures		
Administration (Schedule 4)	318,847	338,313
Capacity/Interaction (Schedule 5)	179,203	200,734
Participation (Schedule 6)	493,296	454,147
Excellence (Schedule 7)	1,034,302	765,255
Categorical Grants (Schedule 8)	268,424	238,393
	2,294,072	1,996,842
Excess of revenues over expenditures before other items	297,297	106,088
Other items		
Unusual (loss)/gain (Note 10)	(7,424)	74,980
Excess of revenues over expenditures	289,873	181,068

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Statements of Changes in Members' Equity

For the year ended December 31, 2012 with comparative figures for 2011

	Unappropriated surplus	Equity in Capital Assets	Revenue Stabilization Reserve	Strategic Opportunities Reserve	Athlete Assistance Reserve	Office Equipment Reserve	Canada Games Reserve	Western Canada Games Reserve	Sask Summer Games Reserve	2012	2011
Balance, January 1, 2012	-	18,826	184,558	10,000	10,000	10,000	25,000	10,000	12,237	280,621	99,553
Excess of revenue over expenditures	294,365	(4,492)	-	-	-	-	-	-	-	289,873	181,068
Capital asset additions	-	829	(829)	-	-	-	-	-	-	-	-
Appropriations to/from unappropriated surplus	(294,365)	-	231,602	60,000	-	5,000	-	-	(2,237)	-	-
Balance, December 31, 2012	-	15,163	415,331	70,000	10,000	15,000	25,000	10,000	10,000	570,494	280,621

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.**Statements of Cash Flows***For the year ended December 31, 2012 with comparative figures for 2011*

	2012	2011
Cash provided by (used for) the following activities		
Operating activities		
Excess of revenues over expenditures	289,873	181,068
Items not affecting cash		
Amortization of capital assets	4,492	2,969
Changes in working capital accounts		
Accounts receivable	(98,107)	60,620
Prepaid expenses	(3,033)	26,100
Accounts payable and accruals	11,693	(137,906)
Deferred revenue	37,585	62,478
	242,504	195,329
Financing Activities		
Operating loan advances	-	4,356
Operating loan repayments	-	(140,500)
	-	(136,144)
Additions to capital assets	(829)	(14,303)
Additions to investments	-	(1,072)
Additions to restricted cash	(543)	-
Proceeds on disposal of investments	-	57,413
	(1,372)	42,038
Increase in cash resources	241,132	101,223
Cash resources, beginning of year	628,589	527,366
Cash resources, end of year	869,721	628,589
Cash resources are composed of		
Conexus chequing account	62,544	(52,148)
Conexus savings account	806,976	680,537
Petty Cash	200	200
	869,720	628,589

The accompanying notes are an integral part of these financial statements

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

December 31, 2012

1. Operation

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 were prepared in accordance with Part III of the CICA Handbook - Accounting ("Part III")

3. Impact of adopting accounting standards for not-for-profit organizations

These are the Association's first financial statements prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). The accounting policies in Note 4 have been applied in preparing the financial statements for the year ended December 31, 2012, the comparative information for the year ended December 31, 2011, and the opening ASNPO balance sheet as at January 1, 2011 (the Association's date of transition to ASNPO).

In preparing these financial statements, the Association has decided not to apply any of the available transitional provisions permitted by CICA 1501 First-time adoption by not-for-profit organizations at the date of transition to ASNPO. The options available were under the categories of business combinations; fair value accounting; employee future benefits; cumulative translation differences, financial instruments, shared based payment transactions, asset retirement obligations and related party transactions.

The transition to ASNPO has not affected the statement of financial position, statement of operations or statement of cash flows previously reported under Canadian generally accepted accounting principles (GAAP).

4. 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.

Investments

Investments are portfolio investments recorded at fair value for those with prices quoted in an active market, and cost less impairment for those that are not quoted in an active market. They have been classified as long-term assets in concurrence with the nature of the investment.

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.

	Method	Rate
Furniture and fixtures	Declining balance	10%
Computer and equipment	Declining balance	30%

Income Taxes

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

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

December 31, 2012

4. Accounting policies (continued)

Deferred contributions

Deferred contributions represents unspent resources externally restricted for specific purposes. The amounts deferred at December 31, 2012 are as follows:

	2012	2011
Aboriginal Sport Excellence Program	18,510	-
Annual Funding	146,000	141,719
MAP Grant	183,900	183,600
University Athletic Assistance Grant	32,400	32,400
2013 Fees	29,550	-
2012 Provincial Registrations	-	15,600
	<u>410,360</u>	<u>373,319</u>

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.

Reserves

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

i) Revenue Stabilization Reserve

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

ii) Strategic Opportunities Reserve

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 Reserve

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.

iv) Office Equipment Reserve

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 Reserve

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 Reserve

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 Reserve

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.

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

December 31, 2012

4. Accounting policies (continued)

Financial Instruments

The Association initially measures its financial assets and financial liabilities at fair value adjusted by, the amount of transaction costs directly attributable to the instrument.

The Association subsequently measures all its financial assets and financial liabilities at fair value.

Financial assets measured at fair value include cash and accounts receivable, investments and restricted cash. Financial liabilities measured at fair value include bank indebtedness, accounts payable and accruals liabilities.

Transaction costs are recognized in the statements of operations in the period incurred, except for financial instruments that will be subsequently measured at amortized cost. Transaction costs associated with the acquisition and disposal of fixed income investments are capitalized and are included in the acquisition costs or reduce proceeds on disposal.

Management estimates

The preparation of financial statements in conformity with accounting standards for not-for-profit organizations (ASNPO) which requires management to make estimates 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. Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Capital assets are stated after evaluation as to their useful life and an appropriate adjustment for amortization each year based on the policies stated above.

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

	2012				2011
	Cost	Accumulated Amortization	Net Book Value	Rate	Net Book Value
Furniture and fixtures	32,740	(26,671)	6,069	10%	6,743
Computer and equipment	15,132	(6,038)	9,094	30%	12,083
	47,872	(32,709)	15,163		18,826

7. 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.

8. Commitments

The Association has entered into contracts for cell phones with expiry dates ranging from one to three years. The total amount of this commitment is \$4,123 per year.

The Association entered into a photocopier lease in July 2011 for a 36 month period at a cost of \$1,069 annually.

As of December 31, 2012 two vehicles remain on lease with terms expiring between May 2013 and October 2014. The minimum lease payments applicable on these vehicle leases over the next two years is as follows:

2013	8,155
2014	4,790

Saskatchewan Soccer Association Inc.

Notes to the Financial Statements

December 31, 2012

9. Financial Instruments

The Association as part of its operations carries a number of financial instruments, which include cash, accounts receivable, investments, bank indebtedness and accounts payable and accruals. The carrying amount of the Association's financial instruments approximates their fair value due to their relatively short-term maturities. It is management's opinion that the Association is not exposed to significant liquidity, interest rate, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Liquidity risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association's exposure to liquidity risk is dependent on the collection of accounts and notes receivable, commitments and obligations or raising funds to meet commitments and sustain operations.

Credit risk

The Association is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that the Association could incur a financial loss. The Association does not hold directly any collateral as security for financial obligations of counterparties.

10. Unusual gain/loss

The amount consists of an invoice with a professional services firm related to the forensic audit completed in 2010 which is being disputed. If all or a portion of the amount is subsequently recovered it will be recorded as a recovery in the year the dispute is settled. The remainder represents an unanticipated refund from the City of Regina for fields not used in previous years. (2011 - this amount represents insurance proceeds recovered related to a previous loss of misappropriated Association funds.)

11. Comparative figures

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

Saskatchewan Soccer Association Inc.

Schedule 1 - Saskatchewan Lotteries Trust Funding

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
Annual Funding	283,438	275,855
Coach Capacity	20,000	15,000
Membership Assistance	183,600	126,252
University Athletic Assistance	32,400	32,400
Student Athlete Award	27,000	54,000
	546,438	503,507

Schedule 2 - Self Help Revenue

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
Internal		
Capacity Building		
Administrative fees	60	-
Forfeited bonds & deposits	1,000	1,438
Interest	10,124	3,945
Merchandise	208	293
Support Programs	9,721	9,155
Excellence		
Athletes	421,307	365,372
Competition	364,339	164,561
Coaches	-	1,425
Membership fees		
Affiliation	4,890	5,150
Indoor	313,273	254,780
Outdoor	576,913	488,904
Other	67,181	45,199
Participation		
Athletes	22,751	32,093
Competition	89,441	75,560
Coaches	46,955	43,975
Officials	28,061	28,918
External		
Grants		
PNPCG	10,720	8,040
CSCS Future Best	-	6,550
CSCS Training Group	-	865
Government Employment Grant	3,500	3,500
SSI - Long Term Athlete Development	26,700	-
SSI - Aboriginal Excellence	-	15,950
Sponsorship	28,550	22,557
	2,025,694	1,578,230

Schedule 3 - National Sport Organization

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
National Training Centre	3,237	5,193
Regional Training Centre	16,000	16,000
	19,237	21,193

Saskatchewan Soccer Association Inc.
Schedule 4 - Administration Expenses

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
Amortization	4,492	2,969
Audit	15,895	32,834
Bad debt	1,037	7,924
Bank & Finance charges	13,627	17,878
Bookkeeping	4,788	5,837
Insurance	45,657	61,255
Legal	10	44
Office Operations		
Computers	2,969	4,547
Parking	4,211	5,756
Photocopying	3,135	2,735
Postage	3,306	2,722
Printing	803	707
Rent	32,784	27,839
Supplies & Equipment	2,964	4,020
Telephone	15,193	17,710
Recruitment	-	1,406
Salaries & Benefits	166,661	136,495
Travel	1,315	5,635
	318,847	338,313

Schedule 5 - Capacity/Interaction Expenses

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
Board		
Annual General Meeting	7,762	7,958
Board and committee meetings	18,900	23,242
Travel & Apparel	2,235	3,215
Organization Development		
Long Term Athlete Development	5,874	478
Meetings	16,242	7,555
Memberships	860	1,148
Staff	4,748	6,876
Positioning & Development		
Marketing & Communications	476	2,759
Sponsorship	7,875	30,187
Website	1,575	1,313
Salaries & Benefits	83,380	67,430
Support Programs	3,774	7,860
Travel	25,502	40,713
	179,203	200,734

Saskatchewan Soccer Association Inc.**Schedule 6 - Participation Expenses***For the year ended December 31, 2012 with comparative figures for 2011*

	2012	2011
Athlete Development		
Introductory programs	213,123	174,769
Centre of Excellence	9,710	7,084
Underrepresented populations	955	6,475
Competition		
Indoor	32,604	37,173
Outdoor	36,060	39,007
Sask Summer Games	13,065	-
Coaching Development	25,903	25,570
Officials Development	12,244	18,738
Salaries & Benefits	149,632	145,331
	493,296	454,147

Schedule 7 - Excellence Expenses*For the year ended December 31, 2012 with comparative figures for 2011*

	2012	2011
Athlete Development		
Athlete Assistance	12,635	5,074
Indoor Showcase	4,723	-
National Training Centre	1,051	2,194
Regional Training Centre	65,620	34,145
Sask/Manitoba	156,983	126,271
Under 13	60,787	55,537
Under 14	59,522	90,072
Under 16	110,506	113,930
Competition		
Multi-sport	109,924	6,332
Nationals	211,783	86,656
Premier Soccer League	41,167	51,536
Coaching Development	-	1,443
Officials Development	36,795	34,141
Salaries & Benefits	162,806	157,924
	1,034,302	765,255

Saskatchewan Soccer Association Inc.**Schedule 8 - Categorical Grant Expenses***For the year ended December 31, 2012 with comparative figures for 2011*

	2012	2011
Aboriginal Excellence	-	13,535
Future Best	-	6,550
Long Term Athlete Development - Fundamentals	25,424	5,656
Membership Assistance Payments (Schedule 9)	183,600	126,252
Student Athlete Award	27,000	54,000
University Athletic Assistance	32,400	32,400
	268,424	238,393

Saskatchewan Soccer Association Inc.
Schedule 9 - Membership Assistance Grant Payments

For the year ended December 31, 2012 with comparative figures for 2011

	2012	2011
14-40 Soccer Association	1,437	1,644
Battleford Youth Soccer Association	6,518	4,300
Battleford & District Senior Soccer	3,096	-
Canora Soccer Association	211	139
Carlton Trail Soccer Association	1,942	1,982
Eastend Soccer Association	794	179
Estevan Youth Soccer Association	3,168	-
Grenfell Soccer Club	1,000	-
Kamsack Soccer Club	-	156
Kindersley Minor Soccer Association	-	161
Kipling Soccer Association	1,000	-
Lloydminster Soccer Association	2,950	1,820
Maple Creek Soccer Association	-	571
Meadow Lake & District Youth Soccer Association	-	1,510
Melfort Youth Soccer Association	3,309	1,427
Melville Soccer Association	360	-
Meredian Youth Soccer Association	9,832	8,377
Moose Jaw Soccer Association	13,404	7,432
Moose Mountain District	590	-
Prince Albert Youth Soccer Association	15,583	9,385
Prince Albert Senior Soccer Association	-	1,176
Qu'Appelle Valley Soccer Association	3,000	2,528
Regina Soccer Association	31,114	21,135
Rocanville Soccer Club	-	374
Saskatoon Adult Soccer	21,528	17,669
Saskatoon District Soccer Referee Association	6,766	-
Saskatoon Youth Soccer Association	30,187	27,341
Shaunavon Soccer Association	-	343
Swift Current Soccer Association	9,465	5,731
Tisdale Soccer Association	891	392
United Soccer Organization	-	302
Valley Soccer Association	6,500	6,522
Vibank Recreation Board	-	298
Wappella Soccer Association	-	154
Weyburn Soccer Association	3,669	673
Wolseley Soccer Club	535	306
Yorkton & District Soccer Association	4,751	2,225
	183,600	126,252

Proposed Amendments to the Articles of Incorporation

CURRENT Articles of Incorporation September 3, 1982	PROPOSED Amendments March 16, 2013	RATIONALE for Amendments to the Article of Incorporation
<p>Schedule One</p> <p><u>Classes of Membership</u></p> <p>There shall be 3 classes of membership:</p> <p>a) Regular Membership which shall be open to all properly constituted district soccer associations, soccer leagues and soccer clubs in the province of Saskatchewan, each of which may be represented at all general meetings of the Association by duly appointed representatives, who shall be entitled to vote.</p> <p>b) Life Members who shall be individuals honored by the Association, and who shall have a voice but not vote at all general meetings of the Association.</p> <p>c) Associate Membership which shall be open to other associations having similar aims, which may be represented at general meetings of the Association, but such representatives shall have a voice but no vote.</p>	<p>Schedule One - Classes of Membership is repealed and replaced with the following:</p> <p><u>Classes of Membership</u></p> <p>There shall be 6 classes of membership:</p> <ol style="list-style-type: none"> Regular Members: shall be open to all properly constituted soccer organizations, in the province of Saskatchewan, each of which may be represented at all general meetings of the Association by duly appointed representatives, who <u>shall</u> be entitled to <u>vote</u>. Life Members: shall be open to individuals honored and designated by the Association as life members, and who shall have a voice but <u>no vote</u> at all general meetings of the Association. Associate Members: shall be open to soccer organizations which may be represented at all general meetings of the Association by duly appointed representatives, who shall have a voice but <u>no vote</u>. <p>NEW ARTICLES</p> <ol style="list-style-type: none"> Entity Members: shall be open to soccer organizations that have properly registered through a regular or associate member or directly with the SSA and who <u>shall not</u> have a right to receive notice of, to have a voice at, or to <u>vote</u>, at any general meeting of the Association. Participant Members: shall be open to soccer players, coaches, managers, team personnel and referees who are properly registered through a regular, associate or entity member or directly with the SSA, and, who <u>shall not</u> have a right to receive notice of, to have a voice at, or to <u>vote</u>, at any general meeting of the Association. Organizer Members: shall be open to administrators, volunteers, directors and officers, and staff, who <u>shall not</u> have a right to receive notice of, to have a voice at, or to <u>vote</u>, at any general meeting of the Association. 	<p>Required to ensure the SSA maintains existing Sask Sport funding levels and to bring SSA into compliance with Sask Sport policies for Active Membership: <i>"A registered member is defined as an individual, or member of a team or club, who has paid an annual fee to be a member of the PSGB. Membership fees and procedures must be clearly defined, and correspond to the PSGB's membership classifications as per the association's Articles of Incorporation."</i></p> <p>Fundamental to achieving the Mission and Key Success Factors outlined in the Strategic Plan including:</p> <ul style="list-style-type: none"> • <i>Participant-centered: Our players, coaches, officials and volunteers are at the heart of everything we do.</i> • <i>Collaboration: We work together and with our key partners to achieve the goals of the Association.</i> • <i>Develop an optimal organizational and district structure for supporting the growth of the sport of soccer</i> • <i>Define the benefits of membership at all levels.</i> • <i>Define roles, responsibilities and expectations for all members.</i> • <i>Develop an internal communications plan to enhance relationships with members and internal stakeholders (players, coaches, officials, parents, volunteers, board members).</i> <p>A critical first step in the implementation of the Business Plan:</p> <ul style="list-style-type: none"> • An important first in defining our key internal partners, the participants. • Critical step to advance corporate sponsorship, funds development, volunteer recruitment and leadership development strategies. <p>A key strategy to positioning soccer to become the premier sport in the province of Saskatchewan.</p>

Proposed Amendments to the SSA Bylaws

EXISTING Bylaws	AMENDMENT Proposed	RATIONALE for Bylaw Amendments
The numbering has been revised in all Sections of the document: (a) becomes 1.1 (b) becomes 1.2 etc.		To re-number the document to make it easier to reference and edit.
ARTICLE I Section 1: General		No Change except numbering
ARTICLE II Section 1: Objectives		No Change except numbering
ARTICLE III Section 1: Head Office		No Change except numbering
ARTICLE IV Section 1: Corporate Seal		No Change except numbering
<p>ARTICLE V Section 1: Membership</p> <p>a) The SSA has three classes of membership (hereinafter collectively referred to as “Members” or individually as a “Member”:</p> <ul style="list-style-type: none"> (i) Regular Members (ii) Associate Members (iii) Honorary Life Members <p>b) Admission to the SSA as a Regular Member is open to entities that:</p> <ul style="list-style-type: none"> (i) are approved by the Board of Directors; and (ii) are the governing body for soccer in a designated area over such age categories as may be approved by the SSA’s Board of Directors; and (iii) meet all other requirements for Regular Membership in the SSA imposed under the By-laws and policies of the SSA. 	<p>ARTICLE V Section 1: Membership</p> <p>1.1 The SSA has six classes of membership (hereinafter collectively referred to as “Members” or “Member Organizations” or “Individual Members” and individually as a “Member” or by their specific class of membership name):</p> <ul style="list-style-type: none"> (i) Regular Members (ii) Associate Members (iii) Entity Members (iv) Life Members (v) Participant Members (vi) Organizer Members <p>1.2 Admission to the SSA as a Regular Member is open to soccer and soccer- related organizations that:</p> <ul style="list-style-type: none"> a) are approved by the Board of Directors according to terms outlined in the Conditions of Membership, and b) are the governing body for soccer, in a designated area over such age categories and specified areas of interest as may be approved by the SSA’s Board of Directors; and c) No Change 	<p>To incorporate the Classes of Membership as approved in the Amendments to the Articles of Incorporation into the Bylaws.</p> <p>To ensure that the SSA remains an Active Member in Sask Sport by meeting the requirements to recognize all levels in the SSA as Members within our Bylaws.</p> <p>New organizations seeking Regular or Association Member status in the SSA must now declare the goals and objectives and, target audience (i.e. specified areas of interest) and categories of play they intend to provide. These are now referred to as the Conditions of Membership. Once approved amendments to Conditions of Membership must be provided to the SSA Board for approval.</p>

<p>(c) Admission to the SSA as an Associate Member is open to soccer and soccer-related organizations that:</p> <ul style="list-style-type: none"> (i) are approved by the Board of Directors; and (ii) are not Regular Members; and (iii) meet all other requirements for Associate Membership in the SSA imposed under the By-laws and policies of the SSA. 	<p>1.3 Admission to the SSA as an Associate Member is open to soccer and soccer-related organizations that:</p> <ul style="list-style-type: none"> a) are approved by the Board of Directors according to terms outlined in the Conditions of Membership; and b) are not Regular Members; and c) meet all other requirements for Associate Membership in the SSA imposed under the By-laws and policies of the SSA. <p>NEW ARTICLE</p> <p>1.4 Admission to the SSA as an Entity Member is open to soccer and soccer- related organizations that:</p> <ul style="list-style-type: none"> a) support the delivery of soccer in the province; b) are not Regular or Associate Members; c) have properly registered through a Regular or Associate Member (or directly with the SSA in circumstance where no Regular or Associate Member exists); d) meet all other requirements for Entity Membership in the SSA imposed under the By-laws and policies of the SSA. <p>An Entity Member may include but are not limited to: teams, clubs, zones, community associations, tournament organizing groups, leagues and academies.</p>	<p>Same as above</p> <p>Recognizes organizing structures that contribute to the SSA (Entities) as being members in the SSA and clarifies their roles and responsibilities.</p>
<p>(d) Admission to the SSA as an Honorary Life Member is open to natural persons that:</p> <ul style="list-style-type: none"> (i) have made a meritorious contribution to the SSA; and (ii) are nominated for the position of Honorary Life Member by the Board of Directors; and (iii) are approved by a majority (50%+1) of the voting delegates at an Annual General Meeting. 	<p>1.4 Admission to the SSA as a Life Member is open to natural persons that:</p> <ul style="list-style-type: none"> a) No Change b) are nominated for the position of Life Member by the Board of Directors; and c) No Change. <p>NEW ARTICLE</p> <p>1.6 Admission to the SSA as a Participant Member is open to those persons that:</p> <ul style="list-style-type: none"> a) are properly registered through a Member Organization or directly with the SSA; b) have paid a seasonal fee (Outdoor 	<p>To align with the legal title in the Articles of Incorporation</p> <p>Recognizes participants as being members in the SSA. Required to adhere to Sask Sports Active Membership criteria.</p>

<p>d) A Member of the SSA shall have the following rights and privileges:</p> <ul style="list-style-type: none"> (i) to receive notice and the agenda of all general meetings; (ii) to exercise those rights those are applicable to its membership category, according to the By-laws of the SSA; (iii) to be informed of the affairs of the SSA through its official bodies. 	<p>or Indoor);</p> <p>c) have met all other requirements for Participant Membership in the SSA imposed under the By-laws and policies of the SSA.</p> <p>A Participant member may include but are not limited to players, coaches, managers, team personnel (trainers, therapists, medical or other team personnel) and referees.</p> <p>NEW ARTICLE</p> <p>1.7 Admission to the SSA as an Organizer Member is open to those persons that:</p> <ul style="list-style-type: none"> a) support the organization of soccer in Saskatchewan and are acting within the scope of their duties in support of an SSA Member Organization or the SSA; b) who may or may not have paid a seasonal (Outdoor or Indoor) membership fee; c) meet all other requirements for Organizer Membership in the SSA imposed under the By-laws and policies of the SSA. <p>An Organizer Member may include but are not limited to all administrators, volunteers, directors and officers, and staff, who may or may not have received pay.</p> <p>1.8 Regular, Associate and Life Members of the SSA shall have the following rights and privileges:</p> <ul style="list-style-type: none"> a) to receive notice of and the agenda of all general meetings; b) to exercise those rights that are applicable to its membership class, according to the By-laws and policies of the SSA; c) to be informed of the affairs of the SSA through its governing organization. <p>NEW ARTICLE</p> <p>1.9 Entity, Participant and Organizer Members shall have the following rights and privileges:</p> <ul style="list-style-type: none"> a) to be informed of the affairs of the SSA through their governing organization; b) to access rights specific to its membership class according to the Bylaws and policies of the SSA. 	<p>Recognizes volunteers (Organizers) as being members in the SSA. To comply with Sask Sport requirements that liability insurance is provided to all participants and organizers that are members of a provincial sport governing body.</p> <p>To maintain and reinforce the existing roles of Regular, Associate and Life Members in regard to the AGM and SSA general meetings.</p> <p>To clarify that Entity, Participant and Organizers continue to work through and be informed by their governing Regular or Associate Member organization.</p>
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<p>f) A Regular Member shall have the following additional rights and privileges:</p> <p>(i) To vote at all general meetings, provided it is in good standing as of noon on the last regular business day preceding said meeting;</p> <p>(ii) For the purpose of (f) (i), a Member shall be in good standing if all accounts payable by the Member to the SSA are current (not past due) and there are no other disciplinary sanctions against the Member that result in the Member being not in good standing;</p> <p>(iii) To exercise all other rights arising from the By-laws and policies of the SSA that pertain to Regular Members.</p> <p>g) A Member of the SSA shall have the following obligations:</p> <p>i) to communicate annually to the SSA any amendment of its By-laws as well as the list of its Directors and Officers, if applicable;</p> <p>ii) to comply with the By-laws and policies of the SSA at all times;</p> <p>iii) to meet all financial obligations to the SSA as required, including the payment of fees;</p> <p>iv) to meet the requirements specified under Article V, Section 1(b) or (c) for the duration of their membership, where applicable.</p>	<p>1.10 A Regular Member shall have the following additional rights and privileges:</p> <p>a) to be notified of and have a voice and vote at all general meetings, provided it is in good standing as of noon on the last regular business day preceding said meeting;</p> <p>b) For the purpose of Article V Section 1, 1.10 a) a Member shall be in good standing if all accounts payable by the Member to the SSA are current (not past due) and there are no other disciplinary sanctions against the Member that result in the Member being not in good standing;</p> <p>c) No Change</p> <p>1.11 Regular and Associate Members of the SSA shall have the following obligations:</p> <p>New item a)</p> <p>a) to maintain the approved conditions of membership specified upon acceptance as a Regular or Associate Member;</p> <p>b) to communicate annually to the SSA any amendment to its Conditions of Membership, of its By-laws as well as its Directors and Officers, (if applicable);</p> <p>c) to comply with the Code of Conduct, By-laws and policies of the SSA at all times;</p> <p>d) No Change</p> <p>e) to meet the requirements specified under Article V, Section 1, 1.2 or 1.3 for the duration of their membership, where applicable;</p> <p>f) violation of the obligations set out in Article V Section 1, 1.11 (a-e) by any Regular or Associate Member may result in sanctions by the Board of Directors.</p>	<p>To maintain and reinforce the right of Regular Members as the voting authority of the SSA.</p> <p>To adjust for new numbering.</p> <p>To outline responsibilities of membership.</p> <p>To clarify that change to Conditions of Membership must be communicated annually to the Board for their approval.</p> <p>To clarify that SSA Members must comply with the SSA Code of Conduct introduced February 2013.</p> <p>To adjust for new numbering.</p> <p>To adjust for new numbering.</p>
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<p>h) Violation of the obligations set out in (g) by any Member may lead to sanctions by the Board of Directors.</p>	<p>NEW ARTICLE 1.12 Entity, Participant and Organizer Members shall have the following obligations: a) to comply with the Code of Conduct, By-laws and policies of the SSA at all times; b) to meet all financial obligations to the SSA as required, including the payment of fees; c) to meet the requirements specified under Article V Section 1, 1.4, 1.6 or 1.7 for the duration of their membership, where applicable; d) violation of Article V Section 1, 1.12 a) & b) & c) by an Entity, Participant or Organizer Member may result in sanctions by the governing organization or the SSA.</p>	<p>To clarify that all SSA Members must comply with the SSA Code of Conduct, Bylaws, Policies of the SSA.</p> <p>To outline responsibilities of membership.</p> <p>This article has been duplicated in 1.1 f and 1.12 d.</p>
<p>ARTICLE VI Section 1: Suspension of a Member</p> <p>a) The Board of Directors may suspend a Member that is not in good standing or that violates its obligations as a Member.</p> <p>b) A suspended Member shall have the right to appeal a suspension to a general meeting, whose voting delegates shall determine the issue by a two-thirds (2/3) majority vote.</p>	<p>ARTICLE VI Section 1: Suspension of a Member</p> <p>1.1 Regular and Associate Members a) The Board of Directors may suspend a Regular or Associate Member that is not in good standing or that violates its obligations as a Member.</p> <p>b) A suspended Regular or Associate Member shall have the right to appeal a suspension to a general meeting of the SSA, whose voting delegates shall determine the issue by a two-thirds (2/3) majority vote.</p> <p>NEW ARTICLE 1.2 Entity, Participant and Organizer Members a) Are under the authority of a Regular or Associate Member or the SSA and if they are not in good standing their membership may be suspended by their governing organization (the organization that accepted their membership). b) A suspended Entity, Participant or Organizer Member shall have the right to appeal a suspension according to the Appeals Policies of the governing organization.</p>	<p>To clarify and reinforce that the SSA Board of Directors have over Regular and Associate Members.</p> <p>To clarify that Entity, Participant and Organizer Members remain under the governance authority of Regular and Associate Members.</p>

<p>Section 2: Expulsion of a Member</p> <p>a) The voting delegates at a general meeting may expel a Member if:</p> <ul style="list-style-type: none"> i. the Member fails to fulfill its financial obligations towards the SSA; or ii. the Member seriously or repeatedly violates the By-laws, policies or directives of the SSA. <p>b) Membership is terminated by expulsion. Loss of Membership due to expulsion does not relieve the Member from its financial obligations toward the SSA but shall lead to cancellation of all rights in relation to the SSA.</p> <p>c) An expelled Member shall have the right to appeal an expulsion to a general meeting, whose voting delegates shall determine the issue by a two-thirds (2/3) majority vote.</p>	<p>NEW SECTION ADDED</p> <p>Section 2: Fair Hearing</p> <p>2.1 Members who face a discipline process have a right to proper notice of any Discipline hearing and have the right to be heard before an independent tribunal and have the right to appeal the decision except as noted in Article VI, Section 3, 3.1.</p> <p>2.2 SSA Member Organizations must have Discipline and Appeals Policies in place that are in compliance with the SSA Discipline and Appeals Policies and which specify the steps under which a fair hearing and an appeal will be held.</p> <p>Section 3: Expulsion of a Member</p> <p>3.1 Regular and Associate Members</p> <p>a) The voting delegates at a general meeting may expel a Regular or Associate Member if:</p> <ul style="list-style-type: none"> i. No Change ii. the Member seriously or repeatedly violates the Code of Conduct, Conditions of Membership, By-laws, policies or directives of the SSA. <p>b) No Change</p> <p>c) Deleted</p> <p>NEW ARTICLE</p> <p>3.2 Entities, Participants and Organizers</p> <p>a) Following the recommendation of the Discipline Panel an Entity, Participant or Organizer can be expelled from membership by the governing authority that accepted their membership if:</p> <ul style="list-style-type: none"> i. the Member fails to fulfill its 	<p>To comply with Non Profit Act which requires the process for a fair hearing and appeal be outlined in the Bylaws.</p> <p>To eliminate unnecessary Appeals that may arise if Regular and Associate Member policies are not in alignment with SSA Discipline and Appeals processes.</p> <p>To comply with Non Profit Act which requires that the process for Expulsion of a Member be specified in the Bylaws.</p> <p>To clarify and reinforce that SSA Members must be in compliance with the Code of Conduct and Conditions of Membership.</p> <p>The original article c) was written in error. When a ruling is made an appeal typically could be made to a higher authority; in this case there is no higher authority and as such a ruling to expel is final.</p> <p>To clarify that Regular and Associate Members, as the governing authority, have the authority to expel Entity, Participant and Organizer Members.</p> <p>To clarify the process for expulsion</p>
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	<p>financial obligations towards the governing organization and/or the SSA; or</p> <p>ii. the Member seriously or repeatedly violates the Code of Conduct, By-laws, policies or directives of the SSA.</p> <p>b) Membership is terminated by expulsion.</p> <p>c) Loss of Membership due to expulsion does not relieve the Member from its financial obligations toward the SSA or an SSA Member Organization but shall lead to cancellation of all rights in relation to the SSA and/or the Member Organization.</p>	<p>of Entities, Participants and Organizers.</p>
<p>Section 3: Resignation of a Member</p> <p>a) Any Member may resign from the SSA by delivering its written resignation to the President. Notification of intention to resign must reach the President no later than thirty (30) days prior to the Annual General Meeting at which the member intends to resign.</p> <p>b) Membership is terminated by resignation. Loss of Membership due to resignation does not relieve the Member from its financial obligations toward the SSA but shall lead to cancellation of all rights in relation to the SSA.</p>	<p>Section 4: Resignation of a Member</p> <p>4.1 Regular or Associate Members</p> <p>a) Any Regular or Associate Member may resign from the SSA by delivering its written resignation to the President.</p> <p>b) Notification of intention to resign must reach the President no later than thirty (30) days prior to the Annual General Meeting at which the Member Organization intends to resign.</p> <p>c) Membership is terminated by resignation.</p> <p>d) Loss of Membership due to resignation does not relieve the Member from its financial obligations toward the SSA but shall lead to cancellation of all rights in relation to the SSA.</p>	<p>Article has not changed but each point has been separated to provide more clarity.</p> <p>To identify that only Regular and Associate Members need to clarify their intention to resign by notifying the President of the SSA.</p>
<p>Section 4: Expiration of a Member</p> <p>a) Inactivity and/or non-compliance with the requirements of membership over two consecutive years will result in an expiration of membership.</p>	<p>Section 5: Expiration of a Member</p> <p>5.1 Regular or Associate Members</p> <p>a) Inactivity and/or non-compliance with the requirements of a Regular or Associate Member over two consecutive years will result in an expiration of membership.</p>	<p>To clarify the process for expiration of Membership for Regular and Associate Members.</p>

	<p>New Item</p> <p>b) Loss of Membership due to expiration does not relieve the former Member from its financial obligations toward the SSA but shall lead to cancellation of all rights in relation to the SSA.</p> <p>NEW ARTICLE</p> <p>5.2 Entity, Participant and Organizer Members:</p> <p>a) The membership of an Entity, Participant or Organizer Member expires if they do not register for the next season.</p> <p>b) Membership is terminated when registration expires.</p> <p>Expiration of membership does not relieve the former Member from financial obligations toward the SSA or SSA Member Organizations but shall lead to cancellation of all rights in relation to the SSA and SSA Member.</p>	<p>To clarify that expiration of membership does relieve financial obligations.</p> <p>To clarify the process for expiration of Membership for Entity, Participant and Organizer Members.</p> <p>To clarify that expiration of membership does relieve financial obligation.</p>
<p>ARTICLE VII Section 1: Membership Fees</p> <p>a) Each Member shall pay such Membership fees at such time and in such amount as provided for by the SSA's policies.</p>	<p>ARTICLE VII Section 1: Membership Fees</p> <p>1.1 Each Member shall pay such Membership fees at such time and in such amount as provided for by the SSA's policies and the policies of the governing Member Organization as applicable.</p>	<p>To clarify that all SSA Members have financial obligations to the SSA and to their governing organization.</p>
<p>ARTICLE VIII Section 1: Rules of Order</p>		<p>No Change</p>
<p>ARTICLE IX Section 1: Annual General Meeting</p> <p>(a)</p> <p>(b) All Members and Directors shall receive notice of the date, time and location of the Annual General Meeting no less than fifteen (15) calendar days and no more than fifty (50) calendar days before the Meeting.</p>	<p>ARTICLE IX Section 1: Annual General Meeting</p> <p>1.1 No Change</p> <p>1.2 All Regular Members, Associate Members, Life Members and Directors shall receive notice of the date, time and location of the Annual General Meeting no less than fifteen (15) calendar days and no more than fifty (50) calendar days before the Meeting.</p>	<p>To align with duty to inform outlined in the Articles of Incorporation.</p>

<p>(c) All Members and Directors shall receive the agenda and any other relevant meeting materials no less than fifteen (15) calendar days before the Meeting.</p> <p>d) to h)</p>	<p>1.3 Regular Members, Associate Members, Life Members and Directors shall receive the agenda and any other relevant meeting materials no less than fifteen (15) calendar days before the Meeting.</p> <p>1.4 to 1.8 No Change</p>	<p>To clarify that this relates to Regular, Associate, Life Members and Directors only.</p>
<p>ARTICLE X Section 1: Special General Meeting</p> <p>a) No Change</p> <p>b) All Members and Directors shall receive notice of the date, time and location of a Special General Meeting no less than fifteen (15) calendar days and no more than fifty (50) calendar days before the Meeting. The Notice shall state the purpose for which the meeting is being called and include the text of any special resolution to be submitted to the meeting.</p> <p>c) All Members and Directors shall receive the agenda and any other relevant meeting materials no less than fifteen (15) calendar days before a Special General Meeting.</p> <p>d) All Directors shall have a voice but no vote at the Annual General Meeting and any Special General Meeting, except the President, who shall have a vote only to break a tie.</p> <p>e) Notwithstanding Section (d), the voting procedures and meeting rules used at Special General Meetings shall be those used at Annual General Meetings.</p>	<p>ARTICLE X Section 1: Special General Meeting</p> <p>1.1 No Change</p> <p>1.2 All Regular Members, Associate Members, Life Members and Directors shall receive notice of the date, time and location of a Special General Meeting no less than fifteen (15) calendar days and no more than fifty (50) calendar days before the Meeting. The Notice shall state the purpose for which the meeting is being called and include the text of any special resolution to be submitted to the meeting.</p> <p>1.3 All Regular Members, Associate Members, Life Members and Directors shall receive the agenda and any other relevant meeting materials no less than fifteen (15) calendar days before a Special General Meeting.</p> <p>1.4 All Directors shall have a voice but no vote at the Annual General Meeting and any Special General Meeting, except the President, as provided in Section XI 1.11.</p> <p>1.5 Notwithstanding Article X Section 1, 1.4, the voting procedures and meeting rules used at Special General Meetings shall be those used at Annual General Meetings.</p>	<p>To clarify that this relates to Regular, Associate, Life Members and Directors only.</p> <p>To remove redundancy.</p> <p>To clarify new reference numbering</p>

<p style="text-align: center;">ARTICLE XI Section 1: Voting Formula and Procedures at General Meetings</p>	<p style="text-align: center;">ARTICLE XI Section 1: Voting Formula and Procedures at General Meetings</p>	
<p>No Change a) to (i-xii)</p> <p>(xiii) For the purpose of assignment of votes, the number of players considered “registered” include outdoor players and indoor players registered with the SSA in the year for which the Annual General Meeting or any Special General Meeting is being held.</p> <p>b) In an amalgamated District Association, the senior and youth District members shall be considered as though they were separate associations in calculating the votes.</p> <p>c) A voting delegate may cast only one vote. No proxy voting shall be permitted.</p> <p>d) All Directors shall have a voice but no vote at the Annual General Meeting and any Special General Meeting, except the President, who shall have a vote only to break a tie.</p> <p>e) Associate Members and Honourary Life Members shall have a voice but no vote at the Annual General Meeting and any Special General Meeting.</p> <p>f) At the Annual General Meeting and any Special General Meeting, a majority (50% +1) of the Regular Members must be present to constitute a quorum. Associate Members and Honourary Life Members present at General Meetings shall not be counted in the quorum.</p> <p>g) All voting delegates must be appointed by the Member that they represent, and notice of their appointment, signed by a duly authorized</p>	<p>No Change except numbering becomes 1.1 a-l</p> <p>(m) For the purpose of assignment of votes, the number of players considered “registered” include outdoor players and indoor players registered with the SSA in the calendar year prior to the Annual General Meeting or any Special General Meeting being held.</p> <p>1.2 In an amalgamated Regular Member, the senior and youth members shall be considered as though they were separate associations in calculating the votes.</p> <p>1.3 No Change</p> <p>1.4 All Directors shall have a voice but no vote at the Annual General Meeting and any Special General Meeting, except the President, as provided in Section XI. 1.11.</p> <p>1.5 Associate Members and Life Members shall have a voice but no vote at the Annual General Meeting and any Special General Meeting.</p> <p>NEW ARTICLE</p> <p>1.6 Representative of Entities, Participant Members and Organizer Members may attend and shall have a right to speak, if recognized by the Chair, but in no case shall have a vote at the Annual General Meeting or any Special General Meeting.</p> <p>1.7 At the Annual General Meeting and any Special General Meeting, a majority (50% +1) of the Regular Members must be present to constitute a quorum. Associate Members and Life Members present at General Meetings shall not be counted in the quorum.</p> <p>1.8 All voting delegates must be appointed by the Regular Member that they represent, and notice of their appointment, signed by a duly</p>	<p>To clarify that votes are calculated based on the calendar prior to the AGM.</p> <p>To remove the word District and clarify Regular Member as the proper term when discussing voting members in the SSA.</p> <p>To adjust numbering and remove redundancy.</p> <p>To align with the legal title in the Articles of Incorporation</p> <p>To clarify the rights of other SSA Members to participate at the AGM at the discretion of the Chair.</p> <p>To align with the legal title in the Articles of Incorporation</p> <p>To clarify that Regular Members provide the voting delegates at SSA Meetings.</p>

<p>representative of said Member, shall be filed with the Executive Director of the SSA at or before the Annual General Meeting or any Special General Meeting.</p> <p>h) Voting at the Annual General Meeting and any Special General Meeting shall be by a show of hands. A secret ballot may be held if requested by a majority (50%+1) of the Members at the meeting.</p> <p>i) At the Annual General Meeting and any Special General Meeting, all votes shall be decided by a majority (50%+1) of the voting delegates, unless otherwise specified in these By-laws or required by law.</p> <p>j) At the Annual General Meeting and any Special General Meeting, the President shall not have a vote except when breaking a tie.</p>	<p>authorized representative of said Member, shall be filed with the Executive Director of the SSA at or before the Annual General Meeting or any Special General Meeting.</p> <p>1.9 No Change</p> <p>1.10 No Change</p> <p>1.11 No Change</p>	
ARTICLE XII Section 1: Board of Directors		No Change
<p>ARTICLE XIII Section 1: Election of the Board of Directors</p> <p>a)</p> <p>b)</p> <p>c)</p> <p>d)</p> <p>e) Election of the Directors shall proceed in accordance with the following schedule:</p> <p>(i) In odd-numbered years, the President and five Directors shall be elected;</p> <p>(ii) In even-numbered years, the Vice-President and five Directors shall be elected.</p> <p>f)</p> <p>g)</p> <p>h)</p> <p>i)</p> <p>j)</p> <p>k)</p> <p>l)</p> <p>m)</p> <p>n)</p> <p>o)</p>	<p>ARTICLE XIII Section 1: Election of the Board of Directors</p> <p>1.1 No Change</p> <p>1.2 No Change</p> <p>1.3 No Change</p> <p>1.4 No Change</p> <p>1.5 Election of the Directors shall proceed in accordance with the following schedule:</p> <p>a) In alternate years, the President and up to five Directors shall be elected followed the next year by the election of the, the Vice-President and up to five Directors.</p> <p>1.6 No Change</p> <p>1.7 No Change</p> <p>1.8 No Change</p> <p>1.9 No Change</p> <p>1.10 No Change</p> <p>1.11 No Change</p> <p>1.12 No Change</p> <p>1.13 No Change</p> <p>1.14 No Change</p> <p>1.15 No Change</p>	<p>To replace (i) & (ii) with a) and clarify the election process with more precise language which will allow flexibility in the election process when circumstances arise due to vacancy.</p>

ARTICLE XIV Section 1: Duties and Powers of the Board of Directors		No Change
ARTICLE XV Section 1: Meetings of the Board of Directors		No Change
ARTICLE XVI Section 1: Board Vacancies a) b) c) In the event of a vacancy arising for any reason provided for in Section 1(a) or 1(b) , the Board of Directors may by a majority (50%+1) vote appoint another person, who shall serve until the next Annual General Meeting or Special General Meeting.	ARTICLE XVI Section 1: Board Vacancies 1.1 No Change 1.2 No Change 1.3 In the event of a vacancy arising for any reason provided for in Article XVI Section1, 1.1 or 1.2 the Board of Directors, may by a majority (50%+1) vote appoint another person, who shall serve until the next Annual General Meeting or Special General Meeting.	To adjust for new numbering.
ARTICLE XVII Section 1: SSA Management and Staff		No Change
ARTICLE XVIII Section 1: Committees		No Change
ARTICLE XIX Section 1: Financial Statements and Auditor		No Change
ARTICLE XX Section 1: Indemnity		No Change
ARTICLE XXI Section 1: Amendments to the By-laws and Articles a) b) Notice of any proposed amendment or change to the By-laws shall be sent to each Member , at least 30 days before the Annual General Meeting at which they are to be considered. c)	ARTICLE XXI Section 1: Amendments to the By-laws and Articles 1.1 No Change 1.2 Notice of any proposed amendment or change to the By-laws shall be sent to each Regular Member, Associate Member and Life Member , at least 30 days before the Annual General Meeting at which they are to be considered. 1.3 No change	To specifically define the rights of Regular, Associate and Life Members to receive notice as per the Articles of Incorporation.

<p>ARTICLE XXII Section 1: Jurisdiction</p> <p>(a) Any recourse to the courts of any jurisdiction in a dispute by any Member, league, team, manager, coach, player, trainer, referee or individual before all rights of appeal and all the rights and remedies of the By-laws of the SSA have been exhausted, shall be deemed a violation and breach of these By-laws, and shall result in automatic indefinite suspension from the SSA.</p> <p>(b) Any Member, league, team, manager, coach, player, trainer, referee or individual who, in a dispute, has sought court action before exhausting all proper procedures of appeal, will be liable for all legal costs and disbursements incurred by the SSA.</p> <p>(c) Any Member, league, team, manager, coach, player, trainer and /or referee who, having exhausted all proper procedures of appeal, proceeds with court action, will be liable for all legal costs and disbursements incurred by the SSA should the courts rule in favour of the SSA prior to reinstatement of said party's membership with the SSA.</p>	<p>ARTICLE XXII Section 1: Jurisdiction</p> <p>1.1 Any recourse to the courts of any jurisdiction in a dispute by any Member before all rights of appeal and all the rights and remedies of the By-laws of the SSA have been exhausted, shall be deemed a violation and breach of these By-laws, and shall result in automatic indefinite suspension from the SSA.</p> <p>1.2 Any Member who, in a dispute, has sought court action before exhausting all proper procedures of appeal, will be liable for all legal costs and disbursements incurred by the SSA.</p> <p>1.3 Any Member who, having exhausted all proper procedures of appeal, proceeds with court action, will be liable for all legal costs and disbursements incurred by the SSA should the courts rule in favour of the SSA prior to reinstatement of said party's membership with the SSA.</p>	<p>Detail in original Bylaw is no longer required as leagues, teams, managers, coaches, players, trainers, referees and individuals are all now recognized as Members.</p>
<p>ARTICLE XXIII Section 1: Dissolution of the SSA</p>		<p>No Change</p>
<p>ARTICLE XXIV Section 1: Interpretation of the By-laws</p>		<p>No Change</p>
<p>ARTICLE XXV Section 1: Coming into Force</p>		<p>No Change</p>

The SSA Board of Directors and Staff wish to extend thanks to all of the dedicated volunteers and athletes that make soccer **Saskatchewan's number one participation sport.**





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