



**ALBERTA SOCCER ASSOCIATION**  
*The Governing Body of Soccer in Alberta*

**Annual General Meeting**  
**January 28, 2017**  
**Calgary, Alberta**

**1. Call To Order**

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The Annual General Meeting was called to order at 9:07 AM

**2. Roll Call**

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Regular Members

District 1	Sunny South	Paul Andwender
District 2	Medicine Hat	Nanette Newton
District 3	Lethbridge	Steve Dudas
District 4	CMSA	Tony Wooster, Brenda Madge, Susan Cress, David Sim, Melissa Collinson, Daryl Leinweber
District 4	CUSA	Jaspriit Lail, Bill Malone, Gene Pawlak, Bryan Railton, Pearl Doupe
District 4	CWSA	Sandy Sangster, Jacquie Hertlein
District 5	CASA	Jeff Zacharias, Tammy Olsen
District 6	Big Country	Ray Calvin, Dawane Calvin
District 7	Foothills	Peter Mundy
District 8	EMSA	Keith Furneaux, Jay Ruptash
District 8	EIYSA	Michelle Williamson, Richard Dixon, Barrie White
District 8	EDSA	Mike Hackett, Rod Keys, Mike Troke, Mike Thome
District 9	St. Albert	Tasha Oatway-McLay, Chris Spaidal
District 12	Lakeland	Steve Cupit, Richard Smyl, Kristy L'Hirondelle
District 13	NWPSA	Preben Bossen, John Kreiser, Ken Loudon
District 14	Fort McMurray	Will Gibson, Bill Carr
District 15	Battle River	Craig Cooper
District 16	Sherwood Park	Dave Friesen, Debbie Ballam
District 17	Airdrie	Jason Nelson
District 18	RDCSA	Esad Elkaz, Kim Vandermeer, Joan Van Wolde, Ado Sarcevic
District 19	Canal Links	Patrick Romaniuk

Associate Members

Universities	Gord Franson
ACAC	Tom McManus, John Talerico

Absent Regular and Associate Members

District 10	Tri-County
District 11	NW Central
Associate	FC Edmonton

Life Members

Bill Malone  
Bill Gilhespy  
Peter McKenzie  
Mike Traficante

Adrian Newman

ASA Board & Staff

Ole Jacobsen, Past President  
Wayne Dosman, Director of Finance  
Noreen Onofryszyn, Public Director

Sherri Thorsen, Vice President  
Kathryn McNeil, Director-at-large  
Jeannie Hawksworth, Rural Director

Richard Adams, Executive Director  
Jim Loughlin, Manager of Coach Educ.  
Vik Kaushal, Tech. Programs Coordinator  
Khalid Abdu-Khalil, Lead Accountant  
Carmen Charron, Programs Coordinator  
Rachel Appels, Office Coordinator

Shaun Lowther, Technical Director  
John Clubb, Manager of Grassroots Education  
Lindsay-Anne Freire, Bus. Dev. & Comm.  
Tammy McNutt, Proj. & Acc. Coordinator  
David O'Neill, Referee Dev. Officer

Canada Soccer

Ryan Fequet                      Director AB/NWT, Canada Soccer Board of Directors  
Jason DeVos                     Director of Development, Canada Soccer Staff  
Kjed Brodsgaard                President, BC Soccer

Other Guests

George Al-Haddad              Board of Directors Nominee  
Adam Berti                        Board of Directors Nominee  
David Onderwater               Board of Directors Nominee  
Darren Stewart                 Calgary

- 2.1. It was noted that quorum was achieved with 21 of 23 Regular Members in attendance and 2 of 3 Associate Members in attendance (details noted above).
- 2.2. Chair & Vice President Thorsen made welcoming remarks and introduced life members and special guests in attendance.
- 2.3. A moment of silence was observed for those who have been involved in soccer in Alberta and have passed away during the year:

Joanne Mazurkewich (ASA Life Member)	Steward Vance
Madeleine Loughery	Altaz Kalja
Gordon Standby	Christopher Rauth
Yasmeen Rafih	Christopher Lappalla
Kathleen Fleming	Mikayla Stephen
	Sasa Pupovac
	Bill Breen

**3. Approval of Voting Numbers**

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- 3.1. Approval of Voting Numbers for Fiscal Year 2017 – 2018
  - 3.1.1. Notes
    - 3.1.1.1. Due to the evacuation of Fort McMurray over the summer of 2016 they had no formal registrations for the 2016 outdoor season. As a result, voting numbers will be based on their 2015 outdoor registration numbers.

M01    *Motion:*                      *Motion to approve the voting numbers as presented*  
   *Motion: Calgary Minor*  
   *Seconded: Sherwood Park*  
   *Carried*

- 3.2. Approval of Voting Numbers for the 2017 Annual General Meeting
  - 3.2.1. Amendments

- 3.2.1.1. NW Central was not present at the meeting so modifications to the numbers were made to adjust for the five votes removed and the affect on the 25% cap.

M02 Motion: Motion to approve the voting numbers as amended.  
Motion: Calgary Minor  
Seconded: Sherwood Park  
Carried

#### **4. Approval of the Agenda**

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#### **5. MINUTES OF PREVIOUS MEETINGS**

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- 5.1. ANNUAL GENERAL MEETING – JANUARY 23, 2016
- 5.2. SPECIAL MEETING – APRIL 23, 2016
- 5.3. SPECIAL MEETING – NOVEMBER 5, 2016

#### **6. BUSINESS ARISING OUT OF MINUTES – MOVED TO ITEM 9**

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- 6.1. CMSA WHITE PAPER REVIEW
  - 6.1.1. REVIEW OF M12 (as per M13)
    - 6.1.1.1. SEE AGM MINUTES
  - 6.1.2. REVIEW OF M14 (as per M15)
    - 6.1.2.1. SEE AGM MINUTES
- 6.2. ACTION ITEM 1 2016 AGM
  - 6.2.1. REVIEW OF MEMBERSHIP REQUIREMENTS BY THE GOVERNANCE & BY-LAWS COMMITTEE
    - 6.2.1.1. REFER TO ITEM 9.3.1

#### **7. STRATEGIC PLAN REVIEW**

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- 7.1. STRATEGIC PLAN PROGRESS REPORT

#### **8. FINANCIAL REVIEW**

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- 8.1. 2015 – 2016 AUDIT PRESENTATION
- 8.2. APPOINTMENT OF 2016 – 2017 AUDITORS
  - 8.2.1. KPMG
- 8.3. 2017 – 2018 BUDGET PLANS

#### **9. AMENDMENTS TO GOVERNANCE DOCUMENTS**

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- 9.1. BY-LAWS AMENDMENTS
  - 9.1.1. AMENDMENT – ARTICLE III.2.a – AGM TIMING
  - 9.1.2. AMENDMENT - ARTICLE IV.4.c – DIRECTOR OF FINANCE DUTIES
- 9.2. GOVERNANCE POLICY AMENDMENTS
  - 9.2.1. NEW – POLICY AUTHORIZATION
  - 9.2.2. AMENDMENT – DISCIPLINE & APPEALS
    - 9.2.2.1. NEW - 3.f.i INCLUDING DELETION of 5.a.i.1.a
    - 9.2.2.2. AMENDMENT - APPENDIX C
- 9.3. RULES & REGULATIONS AMENDMENTS
  - 9.3.1. RULES & REGULATIONS ON MEMBERSHIP
    - 9.3.1.1. REPLACES RULE 1, 2, 12, 19

#### **10. ELECTION OF OFFICERS**

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- 10.1. PRESIDENT (2 YEAR TERM)
- 10.2. RURAL DIRECTOR-AT-LARGE (2 YEAR TERM)
- 10.3. DIRECTOR-AT-LARGE – POSITION 1 (2 YEAR TERM)
- 10.4. DIRECTOR-AT-LARGE – POSITION 2 (2 YEAR TERM)

## 11. NEW BUSINESS

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11.1. MEETING ATTENDANCE MINIMUM STANDARDS

11.2. LIFE MEMBERSHIP NOMINATIONS

11.2.1. FRED KERN

11.3. TBD

## 12. ANNUAL REPORT & COMMITTEE QUESTION PERIOD

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12.1. CANADA SOCCER PRESENTATION – MOVED TO ITEM 5

12.1.1. TIMING WILL BE BASED ON CANADA SOCCER AVAILABILITY

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### 4.1. Approval of the Agenda

#### 4.1.1. Amendments

4.1.1.1. Business Arising out of minutes, CMSA White paper and Action Item 1 from 2016 AGM to be moved to appropriate governance items

4.1.1.2. Canada Soccer Presentation to take place after approval of agenda.

M03 Motion: Motion to approve the agenda as amended.

Motion: St. Albert

Seconded: Sunny South

Carried

M04 Motion: Special order motion that the Board of Directors elections start no later than 2pm.

Motion: Big Country

Seconded: Lakeland

Carried

## 5. Agenda

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### 5. Canada Soccer Presentation

5.1. Moved as per approved agenda.

5.2. Jason deVos, Canada Soccer Director of Development

5.2.1. Presented on Canada Soccer's technical department structure and vision for long term development in the country.

### 6. Minutes of Previous Meetings

6.1. Annual General Meeting – January 23, 2016

6.1.1. Amendments

6.1.1.1. Airdrie was present during January 23, 2016 meeting

M05 Motion: Motion to approve January 23<sup>rd</sup>, 2016 AGM Minutes as amended.

Motion: Calgary Minor

Seconded: Red Deer

Carried

6.2. Special Meeting – April 23, 2016

6.2.1. As presented

M06 Motion: Motion to approve April 23<sup>rd</sup>, 2016 Special Meeting Minutes as presented.

Motion: Northwest Peace

Seconded: Sherwood Park

Carried

6.3. Special Meeting – November 5, 2016

6.3.1. Amendments

6.3.1.1. EMSA voted against Central Registration during November 5, 2016 meeting and would like it noted.

M07 Motion: Motion to approve November 5th, 2016 Special Meeting Minutes as amended.  
Motion: Northwest Peace  
Seconded: EDSA  
Carried

7. Business Arising out of Minutes

7.1. Moved to Section 9.3 as per approved of the agenda.

8. Strategic Plan Review

8.1. Strategic Plan Pillars

- 8.1.1. Governance & leadership
- 8.1.2. Financial Stability
- 8.1.3. Business Development & Communication
- 8.1.4. Technical Development
- 8.1.5. Referee Development
- 8.1.6. Competitions

8.2. Please see appendix A for detailed update on the strategic plan progress.

9. Financial Review

9.1. Discussion

- 9.1.1. Stable financial position
- 9.1.2. Reserves of about 6 months' worth of expenses which would allow for stable operations relative to any shortfall in revenue
- 9.1.3. Accounting procedures being followed by all ASA staff.
- 9.1.4. No whistleblower policy, which would fall into governance rather than financial accounting, but will be added into governance policies within the next 12 months.
- 9.1.5. Very little change in the distribution of revenues and expenses.
- 9.1.6. Statements were approved by the ASA Board of Directors

M08 Motion: Motion to accept the 2015-16 financial statements.  
Motion: St. Albert  
Seconded: Big Country  
Carried

M09 Motion: Motion to accept KPMG as the auditor for 2017.  
Motion: Calgary Minor  
Seconded: Airdrie  
Carried

A01 Action: To develop a whistle blower policy for review by the membership at the November 2017 planning meeting.

10. Governance Documents Amendments

10.1. ASA By-Laws

10.1.1. Article III.2.a. – AGM Timing

- 10.1.1.1. Proposed change to have the AGM held in the month of February, rather than the month of January after discussion on the Friday evening that the April timing would be too difficult.
- 10.1.1.2. This would include the elimination of the April planning meeting in favour of an extended weekend in February.

M10 Motion: Motion to accept the amendments to Article III.2.a. as amended  
Motion: Airdrie  
Seconded: EMSA

*Carried*

10.1.2. Article IV.4.c. – Director of Finance Duties

10.1.2.1. Proposed change to Director of Finance duties to oversee ASA finances, the budget process, chair the finance committee and perform the duties described in the Terms of Reference for that committee. This Director will update and be responsible to the Board and the Membership to ensure proper oversight. This Director will be responsible for presenting the audit results to the Board and Membership and changes to the fee structure as necessary. This Director shall possess suitable experience and qualifications to be comfortable monitoring, understanding, interpreting and presenting financial information.

M11 Motion: *Motion to accept the amendments to Article IV.4.c. as presented*  
*Motion: CMSA*  
*Seconded: Canal Links*  
*Carried*

10.2. Governance Policy Amendments

10.2.1. Governance Policy on Authorization

10.2.1.1. The purpose of this policy is to define the responsibilities of the ASA Affiliated Members, ASA Board of Directors and ASA Administration in regards to approval of By-laws, Governance Policies, Rules & Regulations, Standards, Guidelines and other key documents utilized by the ASA.

10.2.1.1.1. Governance Document Precedence and Approval Procedure

10.2.1.1.1.1. As defined in the ASA By-laws Article 1.d the Governance Documents Precedence for the ASA must be;

10.2.1.1.1.2. Societies Act RSA 2000, c S-14 as amended from time to time

10.2.1.1.1.3. Objectives

10.2.1.1.1.4. By-laws

10.2.1.1.1.5. Governance Policies

10.2.1.1.1.6. General Rules & Regulations

10.2.1.1.2. Any document not listed in this policy must be brought to the attention of the Affiliated Members for review of its place in the Governance Document Precedence before being approved for implementation by the ASA Members.

10.2.1.1.3. All amendments to documents listed under the control of any Parties of Authority in this policy must be distributed to the Affiliated Members a minimum of 30 days prior to coming into effect for the ASA.

10.2.1.1.4. Discussion

10.2.1.1.4.1. To have Provincial Competition rules moved under Point 3 – Rules & Regulations meaning that they would have to be approved or ratified by the membership before they are implemented.

10.2.1.1.4.2. To have Annual Budget reviewed by the membership before it is approved

M12 Motion: *Motion to move the provincial competition rules under Item 3, Rules & Regulations and have it voted on by the membership.*  
*Motion: EMSA*  
*Seconded: EDSA*  
*Carried*

M13 Motion: *Motion to approve the Governance Policy on Authorization as amended.*  
*Motion: EMSA*  
*Seconded: EDSA*  
*Carried*

A02 Action: *Alberta Soccer to publish the full list of documents listed under the Governance Policy on Authorization to the membership by the end of February 2017*

10.2.2. Governance Policy on Discipline & Appeals

10.2.2.1. Addition of 3.f.o and deletion of 5.a.i.1.a.

10.2.2.1.1. Current – 5.a.i.1.a – DELETE

10.2.2.1.1.1. The proposed suspension will be assessed by ASA Administrative staff based on discipline precedent for similar incidents. If no similar incidents exist a three-member panel, including one ASA Administrative Staff, will present the proposed suspension.

10.2.2.1.1.1.1. Proposed – 3.f.i – ADDITION

10.2.2.1.1.1.1.1. Upon receipt of the report the ASA administration will assess the offence and include in their submission to the discipline panel the minimum suspension allowed if the accused is found guilty of the assessed offence.

10.2.2.1.1.1.1.1.1. If no similar incident, precedent, exists for the offence the administration will consult with the ASA Discipline Chairs on a minimum suspension for the submitted offense.

M14 Motion: *To accept the addition of Rule 3.f.i and delete Rule 5.a.i.1.a of the Governance Policy on Discipline and Appeals as presented.*  
Motion: *Sherwood Park*  
Seconded: *St. Albert*  
Carried

10.2.2.2. Appendix C Amendment

10.2.2.2.1. APPENDIX C

10.2.2.2.1.1. The proposed amendment was presented to amend Appendix C in its entirety to reflect the suspensions as minimum penalties rather than guidelines. Included in the amendments was an update to penalties associated with breaches of the ASA By-laws Code of Conduct.

M15 Motion: *To accept the amendments to Appendix C of the Governance Policy on Discipline & Appeals as presented.*  
Motion: *Sherwood Park*  
Seconded: *St. Albert*  
Carried

10.3. Rules & Regulations Amendments

10.3.1. 2016 AGM Action Items

10.3.1.1. CMSA White Paper Moved from Business Arising out of Minutes

10.3.1.1.1. The membership did not wish to bring any of the action items back to the table and the items were tabled indefinitely.

10.3.2. Rules & Regulations on Membership

10.3.2.1. Replaces Rule 1, 2, 12

10.3.2.1.1. This proposed amendment will centralize the minimum standards associated with membership with Alberta Soccer and remove them from the General Rules & Regulations.

M16 Motion: *To accept the Rules & Regulations on Membership as presented.*  
Motion: *NWPSA*  
Seconded: *NW Central*  
Carried

10.3.2.2. Delete General Rules & Regulations Rule 19

10.3.2.2.1. This will be covered under the new Financial Policies under the authority of the Board of Directors as covered by the Governance Policy on Authorization.

M17 Motion: To delete Rule 19 of the General Rules & Regulations.  
Motion: CMSA  
Seconded: EMSA  
Carried

11. Election of Officers

- 11.1. President (2 year term)
  - 11.1.1. Ole Jacobsen
  - 11.1.2. Shaun Hammond

M18 Motion: Shaun Hammond elected Alberta Soccer President by ballot, majority vote.  
Carried

M19 Motion: Motion to destroy the ballots for the election of President of the ASA at the 2017 ASA AGM.  
Motion: EMSA  
Seconded: Fort McMurray  
Carried

- 11.2. Rural Director (2 year term)
  - 11.2.1. David Onderwater
  - 11.2.2. Danny Bowie
  - 11.2.3. Jason Saunders

M20 Motion: Danny Bowie elected Alberta Soccer Rural Director by ballot, majority vote.  
Carried

M21 Motion: Motion to destroy the ballots for the election of Rural Director of the ASA at the 2017 ASA AGM.  
Motion: CMSA  
Seconded: CASA  
Carried

- 11.3. Director-at-Large 1 (2 year term)
  - 11.3.1. Tasha Oatway-Mclay
  - 11.3.2. George Al-Haddad
  - 11.3.3. Adam Berti
  - 11.3.4. David Onderwater
  - 11.3.5. Jason Saunders

M22 Motion: David Onderwater elected Alberta Soccer Director-at-large by ballot, majority vote.  
Carried

M23 Motion: Motion to destroy the ballots for the election of Director-at-Large of the ASA at the 2017 ASA AGM.  
Motion: EMSA  
Seconded: CMSA  
Carried

- 11.4. Director-at-Large 2 (2 year term)
  - 11.4.1. Tasha Oatway-Mclay
  - 11.4.2. George Al-Haddad
  - 11.4.3. Adam Berti
  - 11.4.4. Jason Saunders



M24 Motion: Adam Berti elected Alberta Soccer Director-at-large by ballot, majority vote.  
Carried

M25 Motion: Motion to destroy the ballots for the election of Director-at-Large of the ASA at the 2017 ASA AGM.  
Motion: EDSA  
Seconded: Big Country  
Carried

## 12. New Business

### 12.1. Meeting Attendance Minimum Requirements

12.1.1. The membership felt that the requirements or standards should be presented with notice and will not give the Board of Directors authority to develop the Code of Conduct.

A03 Action Item: Alberta Soccer to present a meeting code of conduct for review by the membership in April 2017.

### 12.2. Life Membership Elections a. Fred Kern

M26 Motion: To elect Fred Kern as an ASA Life Member.  
Motion: CMSA  
Seconded: EMSA  
Carried

## 13. Annual Report and Committee Question Period

13.1. No significant questions or comments or recorded relative to the Annual Report.

## **6. Adjournment**

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Meeting adjourned: 2:47 pm

## Summary of Action Items

- A01 *Action: To develop a whistle blower policy for review by the membership at the November 2017 planning meeting.*
- A02 *Action: Alberta Soccer to publish the full list of documents listed under the Governance Policy on Authorization to the membership by the end of February 2017*
- A03 *Action Item: Alberta Soccer to present a meeting code of conduct for review by the membership in April 2017.*

## Summary of Motions

- M01 *Motion: Motion to approve the voting numbers as presented  
Motion: Calgary Minor  
Seconded: Sherwood Park  
Carried*
- M02 *Motion: Motion to approve the voting numbers as amended.  
Motion: Calgary Minor  
Seconded: Sherwood Park  
Carried*
- M03 *Motion: Motion to approve the agenda as amended.  
Motion: St. Albert  
Seconded: Sunny South  
Carried*
- M04 *Motion: Special order motion that the Board of Directors elections start no later than 2pm.  
Motion: Big Country  
Seconded: Lakeland  
Carried*
- M05 *Motion: Motion to approve January 23<sup>rd</sup>, 2016 AGM Minutes as amended.  
Motion: Calgary Minor  
Seconded: Red Deer  
Carried*
- M06 *Motion: Motion to approve April 23<sup>rd</sup>, 2016 Special Meeting Minutes as presented.  
Motion: Northwest Peace  
Seconded: Sherwood Park  
Carried*
- M07 *Motion: Motion to approve November 5th, 2016 Special Meeting Minutes as amended.  
Motion: Northwest Peace  
Seconded: EDSA  
Carried*
- M08 *Motion: Motion to accept the 2015-16 financial statements.  
Motion: St. Albert  
Seconded: Big Country  
Carried*
- M09 *Motion: Motion to accept KPMG as the auditor for 2017.*

*Motion: Calgary Minor  
Seconded: Airdrie  
Carried*

*M10 Motion: Motion to accept the amendments to Article III.2.a. as amended  
Motion: Airdrie  
Seconded: EMSA  
Carried*

*M11 Motion: Motion to accept the amendments to Article IV.4.c. as presented  
Motion: CMSA  
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*M12 Motion: Motion to move the provincial competition rules under Item 3, Rules & Regulations and have it voted on by the membership.  
Motion: EMSA  
Seconded: EDSA  
Carried*

*M13 Motion: Motion to approve the Governance Policy on Authorization as amended.  
Motion: EMSA  
Seconded: EDSA  
Carried*

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Motion: Sherwood Park  
Seconded: St. Albert  
Carried*

*M15 Motion: To accept the amendments to Appendix C of the Governance Policy on Discipline & Appeals as presented.  
Motion: Sherwood Park  
Seconded: St. Albert  
Carried*

*M16 Motion: To accept the Rules & Regulations on Membership as presented.  
Motion: NWPSA  
Seconded: NW Central  
Carried*

*M17 Motion: To delete Rule 19 of the General Rules & Regulations.  
Motion: CMSA  
Seconded: EMSA  
Carried*

*M18 Motion: Shaun Hammond elected Alberta Soccer President by ballot, majority vote.  
Carried*

*M19 Motion: Motion to destroy the ballots for the election of President of the ASA at the 2017 ASA AGM.  
Motion: EMSA  
Seconded: Fort McMurray  
Carried*

*M20 Motion: Danny Bowie elected Alberta Soccer Rural Director by ballot, majority vote.  
Carried*

*M21 Motion: Motion to destroy the ballots for the election of Rural Director of the ASA at the 2017 ASA AGM.*

*Motion: CMSA  
Seconded: CASA  
Carried*

*M22 Motion: David Onderwater elected Alberta Soccer Director-at-large by ballot, majority vote.  
Carried*

*M23 Motion: Motion to destroy the ballots for the election of Director-at-Large of the ASA at the 2017 ASA AGM.  
Motion: EMSA  
Seconded: CMSA  
Carried*

*M24 Motion: Adam Berti elected Alberta Soccer Director-at-large by ballot, majority vote.  
Carried*

*M25 Motion: Motion to destroy the ballots for the election of Director-at-Large of the ASA at the 2017 ASA AGM.  
Motion: EDSA  
Seconded: Big Country  
Carried*

*M26 Motion: To elect Fred Kern as an ASA Life Member.  
Motion: CMSA  
Seconded: EMSA  
Carried*

GOVERNANCE and LEADERSHIP

Objective		Actions	Outcome	Key Performance Indicators
1.1	Commit to the ASA vision, mission and values and be guided by the approved strategic plan	Develop an annual reporting process for the strategic plan in alignment with the operational plan results.	Annual Strategic Plan Reporting and review	Strategic plan reporting annually during the AGM Strategic plan updated to reflect previous years results and evolving priorities
		The Board of Directors focus on long term vision for the Association	Succession planning for Board and Staff	Stronger nominations committee engagement Staff retention and development
1.2	Act as a model of good governance.	Establish a policy authorization guideline that allows clear delineation between Governance and Operations	Policy authorization for the Membership, Board of Directors and staff approved by the membership	1 Document clearly outlining authority over the By-laws, Rules, Governance Policies and Operational Policies
		Align practices of Governance with Provincial, National and International accepted standards	Alignment with FIFA and CSA philosophies on Governance & Operations where applicable	By-laws updated for alignment CSA Code of Conduct Adopted

GOVERNANCE and LEADERSHIP

Objective		Actions	Outcome	Key Performance Indicators
1.3	Foster unity in the soccer community, within and outside Alberta.	Develop a new planning meeting structure to maximize Governance and Operational engagement	Planning meeting structure adjusted to include open communication format	Planning meeting sessions adjusted for open discussion
				Separate administrators meeting planned annually focused on best practices
		Develop an accepted soccer structure Provincially through consultation with the membership	Clear membership requirements and roles for all types of members	Refined by-laws or governance policy on membership
				Published soccer structure update including all membership types
1.4	Recognize the important role that soccer plays in the wellness of Alberta.	Align the sport of soccer with current Provincial and National Government strategies	Review of alignment with ASC 20/20, Active Alberta, Canadian Sport Policy 2012 and Active Canada 20/20 policies	Annual review with the ASC on strategic plan direction
				Promote the social and developmental benefits of soccer through ASA programming.
		Increased membership numbers at youth and adult soccer		

FINANCIAL STABILITY

Objective		Actions	Outcome	Key Performance Indicators
2.1	Develop, manage, utilize and optimize the budget and financial assets.	Develop the annual operational plans to align with the ASA budget	Operational Plan presented and reviewed annually to the Board of Directors	ED presentation of the Operational plan annually Board of Directors review of the operational plan
		Develop a short term fiscal forecast	Annual forecasting included in the budget approval process	24 month forecast of financial position published annually
2.2	Maintain effective financial and reporting mechanisms.	Use financial tools to optimize accounting and reporting	Maximize efficiency of the ACCPAC accounting system and align with ASA budgeting process	New modules analyzed for efficiency and effectiveness for the ASA ASA and ACCPAC budget items aligned
		Refine financial control processes and public reporting practices	Annual improvement in the audit, audit findings report and membership reporting practices	Adopt recommendations from Audit Findings Report annually AGM and planning meeting reporting on financial position

FINANCIAL STABILITY

2.3	Continue to attract and retain a good complement of human resources.	Align the skills and the aspirations of the human resources available to the ASA with the appropriate governance and operational roles	Recruit membership resources for Governance and Operational Committees	Increased engagement by membership in Governance & Operational Committees
				Define objectives annually for all committees
		Create a positive working environment that allows human resources to achieve their full potential	Improved office environment focused on efficiency, comfort and long term vision	Continuous review of office environment with staff
				Succession plan presented to the Board of Directors
2.4	Stimulate revenue growth	Add value for Members through innovative revenue generation from non-member sources	Increased perception of value to the players, coaches and referees	Direct benefit partnerships for the membership
				Communication of membership benefits through new channels
		Review the membership fee structure to encourage increased participation at grassroots levels	Fee structure that allows growth in numbers without unbudgeted growth in revenue	Revenue target membership fee with min & max targets still based on per player costs



BUSINESS DEVELOPMENT and COMMUNICATIONS

Objective		Actions	Outcome	Key Performance Indicators
3.1	Strengthen and promote the Alberta Soccer brand.	Refine the ASA Brand and tagline to align with modern practices and the ASA Vision	Modernized ASA Brand	Modernized ASA Logo
				New ASA Tagline
		Promote the ASA through innovative communication and publication practices	Communications policies improved for membership impact	Updated communications policy
				New membership communication methods for AGM, planning meetings
3.2	Develop informative and innovative communication tools.	Research effectiveness of current communication tools and improve to increase awareness and drive growth	Communications policies improved for membership impact	Updated communications policy
				New membership communication methods for AGM, planning meetings
		Utilize social media and mobile technology to engage the greater membership	Increased direct engagement with players, coaches, referees and parents through online platforms	Increased followers on social media platforms
				Central Registration Platform operational

BUSINESS DEVELOPMENT and COMMUNICATIONS

3.3	Soccer members across the province view Alberta Soccer as a valued asset.	Develop a central registration database for communication to increase the value of the ASA Brand	Increased dialogue directly with players, coaches, referees and parents	Central Registration Platform operational Information uploaded to FIFA and CSA as required
		Communicate value to membership through ASA programming through innovative tools	More knowledge of ASA programs at a grassroots level	Central Registration Platform operational Increased Social Media and ASA website traffic
3.4	Attract and retain corporate and community partnerships to generate new sources of revenue and value for soccer programming.	Develop a Business Development Committee using the broader business community and the membership	Business Development Committee active as a resource for the ASA	Minimum 5 members on the Business Development Committee New partnerships for the ASA
		Research grant funding opportunities to increase program specific revenue	Program specific grants secured	Increased funding for existing programs to expand New grants for new programs to impact grassroots programs

TECHNICAL DEVELOPMENT

Objective		Actions	Outcome	Key Performance Indicators
4.1	Implement a plan to develop grassroots athletes at all levels in accordance with the CSA LTPD.	Develop and implement communication strategies connected to CSA LTPD Toolkits.	Increased knowledge of the LTPD platform	LTPD checklist published
		Develop a grassroots player development plan connected to CSA LTPD Toolkits.	Clear LTPD player pathway provided to grassroots players	LTPD district distribution list developed
4.2	Create a player pathway that promotes periodization and opportunities for athletes at the CSA, Professional and Collegiate level.	Develop and implement a player pathway aligned to the CSA LTPD that incorporates appropriate programming for all players.	Clear LTPD player pathways for all players within the membership	Grassroots development calender published
		Develop a consistently applied periodization plan for the various levels of play throughout the Province.	Year round technical development calendars published for all players	Published player pathway for grassroots players
				High Performance Leagues with periodized schedules
				Adult player development session offered annually
			Rural identification camps offered annually	

TECHNICAL DEVELOPMENT

4.3	Refine the coaching pathway to enable the recruitment and retention of coaches dedicated to increasing standards of play across the province.	Develop and implement a coaching pathway that incorporates effective programming for all coaches.	Clear Coaching pathway aligned with the LTPD player pathway	Entry level coaching courses focused on on-field activity Mentoring for licensing stream candidates
		Research best practices and develop an implementation plan to improve coaching standards in relation to levels of play.	Increase in coaching certification numbers	Increased LF training for rural districts to improve training options Revised Coaching Qualifications at all levels, including Provincials
4.4	Build a comprehensive education and online education platform for recreational and competitive coaches.	Review current delivery methods, best practices and competition structures to make improvements to the current coach education program.	Revised ASA and District competitions structure to align with LTPD	Festival format for all U10 levels and some U12 levels LTPD checklist for U6 - U8 programming
		Research best practices and develop an online coach education platform.	Ongoing education options for all coaches	Online coaching education available year round, including laws of the game Training session and online forum discussions

REFEREE DEVELOPMENT

Objective		Actions	Outcome	Key Performance Indicators
5.1	Recruit and retain a network of referees dedicated to improving the standards of officiating across the province.	Develop a recruitment tool and retention method for new referees.	Increased referee pool for all members	Increase in entry level and retention numbers annually Increased female officials as a percentage of overall registration
		Provide incentives for senior officials to move to instructing, assessing and mentoring.	Increase in assessor, instructor and mentor pool	Increase in assessor and instructor pool Sample Referee mentor program provided to all districts
5.2	Refine the referee pathway to promote district, regional, and provincial referees to reach their highest potential.	Create a referee development program for all ages of Entry Level participants.	Clear and effective entry level training for new officials	Revised entry level exam Revised refreshers including online semi-annually
		Identify potential candidates for upgrading, and provide all necessary information and tools to them.	Increased regional and provincial referee pool	Provincial List used for assignments Upgrade mentor program introduced

REFEREE DEVELOPMENT

5.3	Build a comprehensive education, online education and skills development program for all referees	Develop and implement interactive communications vehicles / tools.	Online and on-field education available year round	Semi-annual online education platforms
				Look Sharp Be Sharp program available for training
		Provide administrative assistance to all referees.	Direct access to ASA referee resources and mentors	Online forums for officials
				Long term referee development plan published
5.4	Engage the greater membership in referee development throughout all regions of the province through the RDC, DRA and referee leadership experts.	Engage local referee resources (including the DRA) in referee education program development.	Increased use of senior officials for referee education	Sample Referee mentor program provided to all districts
				Increase in instructors in rural districts
		Engage the membership in referee recruitment and retention programs.	Communication plan developed between the ASA and members	Provincial assignments communication plan published
				Referee assessment and discipline process published

COMPETITIONS

Objective		Actions	Outcome	Key Performance Indicators
6.1	Provide a competitive and fair experience to the largest number of participants possible.	Refine the ASA Competitions Structure to reflect membership needs	Provincial Competition structure modified to reflect outdoor and indoor needs	Change in adult structure and scheduling Tier 1 Indoor provincials revised and Tier 1 aligned with new CSA structure
		Improve competition rules to clarify and improve member experience at all levels of play	Clear guidelines for participants at all levels of play in alignment with the ASA competition structure	Updated ASA Competition Rules Published soccer structure update including all membership types
6.2	Create a safe and positive environment for tournaments and competitions with a focus on fair play and sportsmanship.	Refine and Improve Provincial Competitions through engagement of members to improve customer experience	Provincial Competition structure modified to reflect outdoor and indoor needs	Less locations for youth provincials Survey of adult participants on next steps for indoor / outdoor provincials
		Work with ASA members on the development of sanctioning tournaments throughout the calendar year	Clear and efficient tournament sanctioning process.	Updated sanctioning policy Online application for tournament sanctioning

COMPETITIONS

6.3	Support technical development through a competition structure that promotes LTPD principles for all players to reach their full potential.	Consult with ASA Technical Leaders on competition structure and rules	Alignment of ASA Competition structure with CSA LTPD	Festivals at some U12 provincial levels
				Review of boarded game and equipment at grassroots
		Develop grassroots programming competitions that align with LTPD principles	Alignment of District competition structure with CSA LTPD	Festivals at all U10 competitions / tournaments
				LTPD checklist of 50% districts on U6 - U8 competition alignment
6.4	Promote the sport of soccer through participating and hosting of regional, national and international events.	Develop a work plan with ASA partners on a strategy for hosting of events	Strategic bidding structure based on member needs and geographical balance	Host 3 National Competitions in the next 4 years
				Secure hosting for competitions in 2020 and beyond
		Consult with ASA members, private parties and Governments on facility needs	Long term facility plan in partnership with ASA Regional Membership	Consultation / Survey on current facility make-up and needs
				Consultation with other sport groups on facility needs