Annual General Meeting
January 28, 2017
Calgary, Alberta

1. Call To Order

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

2. Roll Call

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 Jasprit 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 EIIYA 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
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) 
Madeleine Loughery 
Gordon Standby 
Yasmeen Rafih 
Kathleen Fleming 
Steward Vance 
Christopher Rauth 
Mikayla Stephen 
Sasa Pupovac 
Bill Breen

3. Approval of Voting Numbers

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.

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

4. Approval of the Agenda

5. MINUTES OF PREVIOUS MEETINGS
   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
   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
   7.1. STRATEGIC PLAN PROGRESS REPORT

8. FINANCIAL REVIEW
   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
   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
    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

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

12.1. CANADA SOCCER PRESENTATION – MOVED TO ITEM 5
   12.1.1. TIMING WILL BE BASED ON CANADA SOCCER AVAILABILITY

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

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
   6.1.1. Amendments
   6.1.1.1. Airdrie was present during January 23, 2016 meeting

M05 Motion: Motion to approve January 23rd, 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 23rd, 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.

9.1. 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
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. Proposed – 3.f.i – ADDITION
10.2.2.1.1.1.1. 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. 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

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 23rd, 2016 AGM Minutes as amended.
     Motion: Calgary Minor
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M06  Motion: Motion to approve April 23rd, 2016 Special Meeting Minutes as presented.
     Motion: Northwest Peace
     Seconded: Sherwood Park
     Carried

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Motion: EMSA
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Motion: EMSA
Seconded: EDSA
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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

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
<table>
<thead>
<tr>
<th>Objective</th>
<th>Actions</th>
<th>Outcome</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Commit to the ASA vision, mission and values and be guided by the approved strategic plan</td>
<td>Develop an annual reporting process for the strategic plan in alignment with the operational plan results.</td>
<td>Annual Strategic Plan Reporting and review</td>
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<td></td>
<td>The Board of Directors focus on long term vision for the Association</td>
<td>Succession planning for Board and Staff</td>
<td>Stronger nominations committee engagement</td>
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<td>1.2</td>
<td>Act as a model of good governance.</td>
<td>Establish a policy authorization guideline that allows clear delineation between Governance and Operations</td>
<td>Policy authorization for the Membership, Board of Directors and staff approved by the membership</td>
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<td>Align practices of Governance with Provincial, National and International accepted standards</td>
<td>Alignment with FIFA and CSA philosophies on Governance &amp; Operations where applicable</td>
<td>By-laws updated for alignment</td>
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<td>CSA Code of Conduct Adopted</td>
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ASA Strategic Plan 2016 - 2019
<table>
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<tbody>
<tr>
<td>1.3</td>
<td>Foster unity in the soccer community, within and outside Alberta.</td>
<td>Develop a new planning meeting structure to maximize Governance and Operational engagement</td>
<td>Planning meeting structure adjusted to include open communication format</td>
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<td>Develop an accepted soccer structure Provincially through consultation with the membership</td>
<td>Clear membership requirements and roles for all types of members</td>
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<td>1.4</td>
<td>Recognize the important role that soccer plays in the wellness of Alberta.</td>
<td>Align the sport of soccer with current Provincial and National Government strategies</td>
<td>Review of alignment with ASC 20/20, Active Alberta, Canadian Sport Policy 2012 and Active Canada 20/20 policies</td>
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<td>Promote the social and developmental benefits of soccer through ASA programming.</td>
<td>Support social programming aligned with soccer and promote soccer for life philosophy</td>
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## FINANCIAL STABILITY

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<th>Outcome</th>
<th>Key Performance Indicators</th>
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<tbody>
<tr>
<td>2.1</td>
<td>Develop, manage, utilize and optimize the budget and financial assets.</td>
<td>Develop the annual operational plans to align with the ASA budget</td>
<td>Operational Plan presented and reviewed annually to the Board of Directors</td>
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<td>Develop a short term fiscal forecast</td>
<td>Annual forecasting included in the budget approval process</td>
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<td>2.2</td>
<td>Maintain effective financial and reporting mechanisms.</td>
<td>Use financial tools to optimize accounting and reporting</td>
<td>Maximize efficiency of the ACCPAC accounting system and align with ASA budgeting process</td>
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<td>Refine financial control processes and public reporting practices</td>
<td>Annual improvement in the audit, audit findings report and membership reporting practices</td>
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ASA Strategic Plan 2016 - 2019
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<tr>
<th>2.3</th>
<th>Continue to attract and retain a good complement of human resources.</th>
<th>2.4</th>
<th>Stimulate revenue growth</th>
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<tbody>
<tr>
<td></td>
<td>Align the skills and the aspirations of the human resources available to the ASA with the appropriate governance and operational roles</td>
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<td>Add value for Members through innovative revenue generation from non-member sources</td>
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<td>Recruit membership resources for Governance and Operational Committees</td>
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<td>Increased perception of value to the players, coaches and referees</td>
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<td>Improved office environment focused on efficiency, comfort and long term vision</td>
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<td>Fee structure that allows growth in numbers without unbudgeted growth in revenue</td>
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<td>Continuous review of office environment with staff</td>
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<td>Revenue target membership fee with min &amp; max targets still based on per player costs</td>
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<td>Succession plan presented to the Board of Directors</td>
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**Increased engagement by membership in Governance & Operational Committees**

**Define objectives annually for all committees**

**Direct benefit partnerships for the membership**

**Communication of membership benefits through new channels**

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<td>3.1</td>
<td>Strengthen and promote the Alberta Soccer brand.</td>
<td>Refine the ASA Brand and tagline to align with modern practices and the ASA Vision</td>
<td>Modernized ASA Brand</td>
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<td>Promote the ASA through innovative communication and publication practices</td>
<td>Communications policies improved for membership impact</td>
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<tr>
<td>3.2</td>
<td>Develop informative and innovative communication tools.</td>
<td>Research effectiveness of current communication tools and improve to increase awareness and drive growth</td>
<td>Communications policies improved for membership impact</td>
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<td></td>
<td>Utilize social media and mobile technology to engage the greater membership</td>
<td>Increased direct engagement with players, coaches, referees and parents through online platforms</td>
<td>Increased followers on social media platforms</td>
</tr>
</tbody>
</table>
### BUSINESS DEVELOPMENT and COMMUNICATIONS

<table>
<thead>
<tr>
<th>3.3</th>
<th>Soccer members across the province view Alberta Soccer as a valued asset.</th>
<th>Develop a central registration database for communication to increase the value of the ASA Brand</th>
<th>Increased dialogue directly with players, coaches, referees and parents</th>
<th>Central Registration Platform operational</th>
<th>Information uploaded to FIFA and CSA as required</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Communicate value to membership through ASA programming through innovative tools</td>
<td>More knowledge of ASA programs at a grassroots level</td>
<td>Central Registration Platform operational</td>
<td>Increased Social Media and ASA website traffic</td>
</tr>
<tr>
<td>3.4</td>
<td>Attract and retain corporate and community partnerships to generate new sources of revenue and value for soccer programming.</td>
<td>Develop a Business Development Committee using the broader business community and the membership</td>
<td>Business Development Committee active as a resource for the ASA</td>
<td>Minimum 5 members on the Business Development Committee</td>
<td>New partnerships for the ASA</td>
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<td></td>
<td></td>
<td>Research grant funding opportunities to increase program specific revenue</td>
<td>Program specific grants secured</td>
<td>Increased funding for existing programs to expand</td>
<td>New grants for new programs to impact grassroots programs</td>
</tr>
<tr>
<td>Objective</td>
<td>Actions</td>
<td>Outcome</td>
<td>Key Performance Indicators</td>
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<tr>
<td>4.1</td>
<td>Implement a plan to develop grassroots athletes at all levels in accordance with the CSA LTPD.</td>
<td>Develop and implement communication strategies connected to CSA LTPD Toolkits.</td>
<td>Increased knowledge of the LTPD platform</td>
<td>LTPD checklist published</td>
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<tr>
<td></td>
<td></td>
<td>Develop a grassroots player development plan connected to CSA LTPD Toolkits.</td>
<td>Clear LTPD player pathway provided to grassroots players</td>
<td>LTPD district distribution list developed</td>
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<tr>
<td></td>
<td>Create a player pathway that promotes periodization and opportunities for athletes at the CSA, Professional and Collegiate level.</td>
<td>Develop and implement a player pathway aligned to the CSA LTPD that incorporates appropriate programming for all players.</td>
<td>Clear LTPD player pathways for all players within the membership</td>
<td>Grassroots development calender published</td>
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<td></td>
<td></td>
<td>Develop a consistently applied periodization plan for the various levels of play throughout the Province.</td>
<td>Year round technical development calendars published for all players</td>
<td>Published player pathway for grassroots players</td>
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<td>High Performance Leagues with periodized schedules</td>
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<td>Published player pathway for grassroots players</td>
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<td>Adult player development session offered annually</td>
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<td></td>
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<td>Rural identification camps offered annually</td>
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<tr>
<td>4.3</td>
<td>Refine the coaching pathway to enable the recruitment and retention of coaches dedicated to increasing standards of play across the province.</td>
<td>Develop and implement a coaching pathway that incorporates effective programming for all coaches.</td>
<td>Clear Coaching pathway aligned with the LTPD player pathway</td>
<td>Entry level coaching courses focused on on-field activity</td>
<td>Mentoring for licensing stream candidates</td>
</tr>
<tr>
<td>4.4</td>
<td>Build a comprehensive education and online education platform for recreational and competitive coaches.</td>
<td>Review current delivery methods, best practices and competition structures to make improvements to the current coach education program.</td>
<td>Revised ASA and District competitions structure to align with LTPD</td>
<td>Festival format for all U10 levels and some U12 levels</td>
<td>LTPD checklist for U6 - U8 programming</td>
</tr>
<tr>
<td>Objective</td>
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<tr>
<td><strong>5.1</strong></td>
<td>Recruit and retain a network of referees dedicated to improving the standards of officiating across the province.</td>
<td>Develop a recruitment tool and retention method for new referees.</td>
<td>Increased referee pool for all members</td>
<td>Increase in entry level and retention numbers annually</td>
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<td></td>
<td></td>
<td>Provide incentives for senior officials to move to instructing, assessing and mentoring.</td>
<td>Increase in assessor, instructor and mentor pool</td>
<td>Increased female officials as a percentage of overall registration</td>
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<td></td>
<td></td>
<td>Create a referee development program for all ages of Entry Level participants.</td>
<td>Clear and effective entry level training for new officials</td>
<td>Sample Referee mentor program provided to all districts</td>
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</tr>
<tr>
<td><strong>5.2</strong></td>
<td>Refine the referee pathway to promote district, regional, and provincial referees to reach their highest potential.</td>
<td>Identify potential candidates for upgrading, and provide all necessary information and tools to them.</td>
<td>Increased regional and provincial referee pool</td>
<td>Revised entry level exam</td>
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<td>Revised refreshers including online semi-annually</td>
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<td>Provincial List used for assignments</td>
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<td>Upgrade mentor program introduced</td>
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</tbody>
</table>
## REFEREE DEVELOPMENT

<table>
<thead>
<tr>
<th>5.3</th>
<th>Build a comprehensive education, online education and skills development program for all referees</th>
<th>Develop and implement interactive communications vehicles / tools.</th>
<th>Online and on-field education available year round</th>
<th>Semi-annual online education platforms</th>
<th>Look Sharp Be Sharp program available for training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide administrative assistance to all referees.</td>
<td>Direct access to ASA referee resources and mentors</td>
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<td>Online forums for officials</td>
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<td></td>
<td></td>
<td></td>
<td>Long term referee development plan published</td>
</tr>
<tr>
<td>5.4</td>
<td>Engage the greater membership in referee development throughout all regions of the province through the RDC, DRA and referee leadership experts.</td>
<td>Engage local referee resources (including the DRA) in referee education program development.</td>
<td>Increased use of senior officials for referee education</td>
<td>Sample Referee mentor program provided to all districts</td>
<td>Increase in instructors in rural districts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engage the membership in referee recruitment and retention programs.</td>
<td>Communication plan developed between the ASA and members</td>
<td>Provisional assignments communication plan published</td>
<td>Referee assessment and discipline process published</td>
</tr>
<tr>
<td>Objective</td>
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<tr>
<td>6.1</td>
<td>Provide a competitive and fair experience to the largest number of participants possible.</td>
<td>Refine the ASA Competitions Structure to reflect membership needs</td>
<td>Provincial Competition structure modified to reflect outdoor and indoor needs</td>
<td>Change in adult structure and scheduling</td>
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<tr>
<td></td>
<td>Improve competition rules to clarify and improve member experience at all levels of play</td>
<td>Clear guidelines for participants at all levels of play in alignment with the ASA competition structure</td>
<td>Updated ASA Competition Rules</td>
<td></td>
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<tr>
<td>6.2</td>
<td>Create a safe and positive environment for tournaments and competitions with a focus on fair play and sportsmanship.</td>
<td>Refine and Improve Provincial Competitions through engagement of members to improve customer experience</td>
<td>Provincial Competition structure modified to reflect outdoor and indoor needs</td>
<td>Less locations for youth provincials</td>
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<tr>
<td></td>
<td>Work with ASA members on the development of sanctioning tournaments throughout the calendar year</td>
<td>Clear and efficient tournament sanctioning process.</td>
<td>Survey of adult participants on next steps for indoor / outdoor provincials</td>
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</tr>
</tbody>
</table>

ASA Strategic Plan 2016 - 2019
<table>
<thead>
<tr>
<th>6.3</th>
<th>Support technical development through a competition structure that promotes LTPD principles for all players to reach their full potential.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Consult with ASA Technical Leaders on competition structure and rules</td>
</tr>
<tr>
<td></td>
<td>Develop grassroots programming competitions that align with LTPD principles</td>
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<tr>
<td>6.4</td>
<td>Promote the sport of soccer through participating and hosting of regional, national and international events.</td>
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<tr>
<td></td>
<td>Develop a work plan with ASA partners on a strategy for hosting of events</td>
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<tr>
<td></td>
<td>Consult with ASA members, private parties and Governments on facility needs</td>
</tr>
<tr>
<td></td>
<td>LTPD checklist of 50% districts on U6 - U8 competition alignment</td>
</tr>
<tr>
<td></td>
<td>Consult with ASA Technical Leaders on competition structure and rules</td>
</tr>
<tr>
<td></td>
<td>Consult with other sport groups on facility needs</td>
</tr>
</tbody>
</table>