



SOCCER NS

ANNUAL GENERAL MEETING

SUNDAY, JUNE 12TH, 2022

FUTURES INN - HALIFAX
10AM

www.soccerns.ca





2021 ANNUAL GENERAL MEETING AGENDA

June 12th, Futures Inn – Halifax, 10am

- 1. Roll Call**
- 2. Past Minutes**
- 3. Presidents Address**
- 4. Financial Report**
- 5. Appointment of Auditors**
- 6. Operational Report**
- 7. Committee Reports**
- 8. Unfinished Business**
- 9. Election of Officers**
- 10. Next Annual General meeting**
- 11. Adjournment**

**SOCCER NOVA SCOTIA
BOARD OF DIRECTORS
2021 - 2022**

OFFICERS

President	Phil Swinney
Vice President/Finance Chair	David Risk
Executive Director	Brad Lawlor

DIRECTORS

Leanne French - Munn - Strategic Planning

Colin Bryson – Governance

Sylvain Allaire – Risk Management

Laurie Halfpenny - MacQuarrie

Darren Thompson

Kim Hardy

Lori Lancaster

Colin Steeves

Marty Stevens

Nagy Abdou

SOCCER NOVASCOTIA
DISTRICT PRESIDENTS

2021-2022

CAPE BRETON

Wil Van Hal

HALIFAX

Mark McFarland

HARBOUR EAST

Jeff Aucoin

HIGHLAND

Andy Kenny

SOUTH SHORE

Allison Craig

SUBURBAN

Bill Foster

VALLEY

James Sanford



SOCCER NOVA SCOTIA
2021 ANNUAL GENERAL MEETING
HALIFAX, NS – JUNE 12, 2022

VOTING

	Total Eligible Votes
Cape Breton	51
Halifax	181
Harbour East	134
Highland	49
Suburban	138
South Shore	31
South West Nova	22
Valley	109
Cape Breton Ref. Assoc.	2
Halifax / Dart Ref. Assoc.	4
Citadel Women's 7 A Side League	2
Metro Senior Women's Soccer League	2
Metro Senior Men's Soccer League	2
<hr/>	
TOTAL	727

Note: Quorum required 50%+1 = 365

**DRAFT MINUTES
2020 ANNUAL GENERAL MEETING
SATURDAY, SEPTEMBER 18, 2021 - 10:00 am
SOCCER NOVA SCOTIA
VIA ZOOM MEETING**



CALL TO ORDER

Brad Lawlor, Executive Director of Soccer Nova Scotia called the meeting to order at 10:03 am.

OPENING REMARKS

Brad welcomed all to the 2020 Soccer Nova Scotia Annual General Meeting and went over the meeting guidelines as the AGM is occurring via Zoom Meeting.

Brad asked for a moment of silence to be observed.

Brad also confirmed that there were over the 393 minimum votes available so the Annual General Meeting had a quorum for any voting that may be required.

PRESENTATION OF CREDENTIALS

Roll Call of Delegates

Roll call was done by Brad Lawlor who advised the individual districts, leagues, and local referee associations of the number of votes allotted to them for voting purposes at this AGM.

ROLL CALL

NAME

ORGANIZATION

AGM Delegates

Wagner	Lynn	South Shore District
Sanford	James	Valley District
Gillis	Rob	Harbour East District
van Hal	Wil	Cape Breton District
Norris	Chelsea	Metro Senior Womens Soccer League
MacKinnon	Melanie	Metro Senior Womens Soccer League
Vachon	Kelly	Metro Senior Womens Soccer League
Riley	Chris	Citadel Womens Soccer League
Longard	Donna	Citadel Womens Soccer League
MacGibbon	Wendell	Cape Breton Referees
O'Quinn	Vernon	Cape Breton Referees

Guests

MacFarland	Mark	Halifax City Soccer
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Executive Members

Swinney	Phil	President
Risk	Dave	Board Member
Bryson	Colin	Board Member
Thompson	Darren	Board Member

Halfpenny-MacQuarrie, Laurie
Lancaster Lori
Allaire Sylvain

Board Member
Board Member
Board Member

SNS Staff

Lawlor Brad
Wigglesworth Kate
Meredith Deanne
MacAskill Lindsay

SNS Executive Director
SNS Office Coordinator
SNS Finance Manager
SNS Programs Director

Delegates

<u>District / Referee Assoc / League</u>	<u>Votes</u>
Cape Breton	57
Halifax	193
Harbour East	121
Highland	79
Suburban	119
South Shore	38
South West Nova	29
Valley	133
Cape Breton Ref. Assoc.	2
Halifax-Harbour East Ref. Assoc.	4
Scotia Ref. Assoc.	2
Valley Ref. Assoc.	2
Highland Ref. Assoc.	2
South Shore Ref. Assoc.	2
Citadel Women's 7 A Side League	2
Metro Senior Women's Soccer League	2
Metro Senior Men's Soccer League	2
TOTAL	785

APPROVAL OF MINUTES OF THE 2019 ANNUAL GENERAL MEETING

MOTION: "to approve the minutes of the September 19, 2019 Annual General Meeting as presented."

CARRIED

BUSINESS ARISING FROM THE MINUTES OF THE 2020 ANNUAL GENERAL MEETING

There was no business arising from the minutes of the 2019 AGM.

PRESIDENT'S ADDRESS

Phil Swinney welcomed everyone to our second and hopefully last virtual AGM due to the Covid-19 pandemic. Year two of the pandemic has created a lot of stress but has helped us grow and learn as an organization. We did our best as an association to get players playing with many new processes, plans and increased safety protocols.

Moving into the winter season, we are seeing the Nova Scotia soccer community rebounding. Players want to get back to playing, but we are being cautiously optimistic. Hopefully by 2022 we will be back to where we were in 2019.

It has been a great year for International Soccer with the Canadian National Women's Team winning Gold at the Olympics and the Canadian National Men's Team doing well and moving up in the rankings.

2021 marked the end of the current Soccer Nova Scotia Strategic Plan. Last year we would have started the next strategic plan but decided it best to hold off due to the current situation with the Covid-19 pandemic.

Thank you to our members, our SNS Staff and our Board Members. We had a record number of people put in nominations to be a part of our Board of Directors. A big thanks to the Provincial and National Sport bodies who offered their help and assistance.

The full President's Report is included in the 2021 AGM Package.

MOTION: "to approve the President's Report for 2020-2021 as presented"

CARRIED

FINANCIAL REPORT

Brad Lawlor introduced Jamie Welsh from Baker Tilly who prepared the Financial Report.

- Jamie thanked SNS and the Board for having him at the AGM
- It was noted that through the audit process, Baker Tilly met with management (SNS and BMOSC) and that the audit was conducted remotely/virtually
- The effects of the pandemic on SNS were discussed
 - the management team and Board of Directors did a great job applying for government funding and will end with a larger surplus and strong financial footing in 2021
- Organizations have been doing more with less (not for profits)
- In the Non-consolidated SNS statements
 - Revenue was decreased
 - Expenses were decreased
 - Government Assistance was increased
 - Did we do everything we could to get as much government funding as possible?
 - This was a significant chunk of funding
 - There will still be some funding to come in fiscal 2022, but not as much as received in the past
- Jamie ended with a final "Thank You: to the SNS team as they make doing the audit very easy."

MOTION: "to approve the Financial Report for 2020-2021 as presented"

CARRIED

APPOINTMENT OF AUDITORS

MOTION: “to approve Baker Tilly as the Soccer Nova Scotia Auditors for 2021-2022”

CARRIED

No discussion or objections with appointment of auditors.

OPERATIONAL REPORT

Executive Director, Brad Lawlor, stated that the past year has been challenging and frustrating.

- Had to pivot and adapt constantly – everyone, not just SNS Staff
- Normally we would be meeting on a daily basis but have moved to weekly meetings
- SNS has pushed for game exemptions, larger numbers, etc.
- SNS has been advocating for the membership to keep things moving
- We wanted more and more, but many provinces were not even able to start when we did

Brad thanked the Board of Directors, SNS Staff, Leagues and Referees for all their work even through many frustrations. Thank you to all the volunteers who continued to offer their time.

Brad showed a video of the Canadian Women’s National Team – we have not had a lot to cheer about this year, but this was a significant moment.

Brad noted that we have three females invited to the National Team Camp.

Brad discussed some of the key points over the past year/impacts from the Covid-19 pandemic:

- Financial Relief Funding
 - \$504,000 – Federal Government Funding
 - \$54,460 – Provincial Government Funding
 - \$148,500 – Funding for clubs
 - Deanne worked tirelessly to get this looked after for our office and clubs
- BMO Soccer Centre
 - Reduced costs
 - Adjustments to HVAC units
 - Adjustments to Hot water heaters
 - SNS Staff working from home

Brad discussed operational support moving forward:

- Continue to seek grants and funding
- Setting up Operational Committees
 - Presidents Committee
 - League Committee
 - Competitions Committee
 - Referee Development Committee
 - Soccer Development Committee
- Strategic Direction Report 2017-2020
 - Finished 1st overall among approximately 55 PSO’s
 - Launched new Skill Centres Program

Brad ended the discussion with listing off all the 2021 Scholarship Recipients and mentioned looking forward to the rest of 2021 and beyond.

MOTION: “to approve the Operational Report for 2020-2021 as presented”

UNFINISHED BUSINESS

There was no Unfinished Business.

ELECTION OF OFFICERS

The 2021 Soccer Nova Scotia Slate of Nominees was chaired by Wendy Bedingfield. Wendy was joined by Sylvain Allaire and Denis Huck. There were four positions open and more than four people applied for a position. Those applicants not selected, were contacted, and opted not to move forward. Two directors have re-offered and have been returned by acclamation. Colin Steeves and Kim Hardy have been nominated and were appointed by acclamation.

The slate of officers and directors for 2021-2022:

Position	Name	Term Remaining
President	Phil Swinney	2 years
Vice-President	David Risk	1 year
Director	Sylvain Allaire	1 year
Director	Colin Bryson	3 years
Director	Martha Stevens	1 year
Director	Leanne French-Munn	2 years
Director	Laurel Halfpenny-MacQuarrie	1 year
Director	Lori Lancaster	3 years
Director	Darren Thompson	2 years
Director	Nagy Abdou	2 years
Director	Colin Steeves	3 years
Director	Kim Hardy	3 years

Thank you to Rich Irving and Jeremy Wellard as outgoing Board Directors. They have been great assets and we will miss them.

MOTION: “to accept the slate of officers and directors as presented.”

CARRIED**NEXT ANNUAL GENERAL MEETING**

The date of the Association’s next Annual General Meeting is confirmed as June 12th, 2022.

- Hopefully this AGM will be in person
- This date is subject to change based on the Covid-19 pandemic.

NEW BUSINESS

There was no New Business.

ADJOURNMENT

The meeting was adjourned at 11:12 am and all were thanked for attending the call.

MOTION: “to adjourn the 2020-2021 Soccer Nova Scotia AGM.”

CARRIED



President's Message:

After two and a half years of restrictions, unpredictability, and the anticipation of a return to normal, it seems our game is finally on the road to recovery. Our membership is returning to the field at a much faster than anticipated rate. Our programs are full speed ahead and despite some recent missteps by the national governing body, Canada is getting international attention on the pitch. Olympic Gold, the end of a 36-year drought at the Men's World Cup, and a Canadian Professional League (for both men and women) are all elevating interest in the game. With another World Cup coming in 2026, it seems the stage is set for the growth of soccer in Canada.

Now that we have turned the "pandemic corner" we can start working on the future, planning how we work together to ensure the grassroots of the game are planted and ready to grow in all of our communities. Soccer Nova Scotia is currently in the final stages of launching its 4-year strategic plan to help guide the association and to set our growth goals. After a series of meetings and online feedback with our membership, we have a direction built on what you believe is important to help grow the game.

Player, coach, and referee development, infrastructure, affordability, leadership, and registration growth are items we've consistently heard as we discuss the strategic direction of Soccer Nova Scotia. As we finalize the strategic pillars for the next four years, we are excited to start working together with our members to achieve our strategic goals.

Soccer Nova Scotia is already working on a number of key strategic elements. We are researching infrastructure opportunities, evaluating development programs, investing in resources to help grow grassroots in rural Nova Scotia, and reducing the cost to play the game. Lower league fees, defined player pathways with opportunities for Nova Scotia players to play at the highest level in North America, and the recruitment of a rural Nova Scotia Soccer Development Officer are just a few examples of what we are doing to help drive the strategic growth of our association.

In closing, I want to thank all of our members for their support and patience over the past 2 years. Soccer Nova Scotia maneuvered a global pandemic and has come out of it stronger and better. I'm very proud of what we have accomplished together in a time when no one really knew what was going to happen next. If not for the great people, our committed team at SNS, all our volunteers, and the support of our partners, things could have turned out much differently. So sincerely thank you to everyone who gets involved in the game especially those who volunteer their time unselfishly to ensure we have a game. Because of this passion and commitment, we have navigated a storm and are now ready to grow again.

Best Regards,

Phil Swinney
President - Soccer Nova Scotia

SOCCER NOVA SCOTIA
NON-CONSOLIDATED FINANCIAL STATEMENTS
MARCH 31, 2022

Draft

**SOCCER NOVA SCOTIA
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MARCH 31, 2022**

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INDEPENDENT AUDITORS' REPORT

To the Members of:
Soccer Nova Scotia

Qualified Opinion

We have audited the non-consolidated financial statements of **Soccer Nova Scotia** ("the Society"), which comprise the non-consolidated statement of financial position as at March 31, 2022 and the non-consolidated statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the non-consolidated financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Society as at March 31, 2022, and results of its non-consolidated operations and its non-consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many non-profit organizations, Soccer Nova Scotia derives revenues from registrations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Society and we were not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenses, assets and fund balances as at and for the years ending March 31, 2021 and March 31, 2022.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Non-consolidated Financial Statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the non-consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the non-consolidated 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 non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditors' Responsibilities for the Audit of the Non-consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Dartmouth, Nova Scotia
May XX, 2022

Chartered Professional Accountants

SOCCER NOVA SCOTIA
NON-CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2022

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	2022	2021
	\$	\$
REVENUES		
Administration (Schedule A)	1,523,374	715,395
High performance and provincial team (Schedule B)	55,209	22,968
Competition (Schedule C)	-	177,102
Soccer development (Schedule D)	126,269	73,695
Referee (Schedule E)	52,696	2,400
League (Schedule F)	<u>467,454</u>	<u>-</u>
	<u>2,225,002</u>	<u>991,560</u>
OPERATING EXPENSES		
Administration (Schedule A)	1,349,285	1,136,459
High performance and provincial team (Schedule B)	62,272	19,741
Competition (Schedule C)	187	166,234
Soccer development (Schedule D)	278,910	252,359
Referee (Schedule E)	62,263	41,223
League (Schedule F)	<u>442,264</u>	<u>36,744</u>
	<u>2,195,181</u>	<u>1,652,760</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS	29,821	(661,200)
OTHER INCOME		
Income pick-up of a controlled profit-oriented enterprise (Note)	47,259	456
Government assistance (Notes 11 and 15)	<u>465,666</u>	<u>1,034,100</u>
	<u>512,925</u>	<u>1,034,556</u>
EXCESS OF REVENUES OVER EXPENSES	<u>542,746</u>	<u>373,356</u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED MARCH 31, 2022

	General Fund \$	Capital Fund \$	Internally Restricted Fund (Note 12) \$	Total 2022 \$	Total 2021 \$
Balance - beginning of year	532,716	2,808,027	218,623	3,559,366	3,186,010
Excess (deficiency) of revenues over expenses	<u>348,805</u>	<u>194,743</u>	<u>(802)</u>	<u>542,746</u>	<u>373,356</u>
Balance - end of year	<u>881,521</u>	<u>3,002,770</u>	<u>217,821</u>	<u>4,102,112</u>	<u>3,559,366</u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022

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ASSETS					
	General Fund \$	Capital Fund \$	Internally Restricted Fund \$	Total 2022 \$	Total 2021 \$
CURRENT					
Cash	1,254,602	-	-	1,254,602	754,956
Accounts receivable (Note 4)	101,410	74,916	-	176,326	160,217
Prepays	<u>174,922</u>	<u>18,295</u>	<u>-</u>	<u>193,217</u>	<u>145,070</u>
	1,530,934	93,211	-	1,624,145	1,060,243
RESTRICTED CASH	-	275,677	174,512	450,189	448,501
DUE FROM FUNDS (Note 5)	-	397,282	43,309	440,591	1,127,585
DUE FROM RELATED PARTY	-	-	-	-	566,898
INVESTMENT IN CONTROLLED PROFIT-ORIENTED ENTERPRISE (Note)	-	-	-	-	323,330
CAPITAL ASSETS (Note 6)	<u>-</u>	<u>3,506,177</u>	<u>-</u>	<u>3,506,177</u>	<u>3,672,360</u>
	<u>1,530,934</u>	<u>4,272,347</u>	<u>217,821</u>	<u>6,021,102</u>	<u>7,198,917</u>
LIABILITIES					
CURRENT					
Accounts payable and accrued liabilities (Note 7)	135,971	54,708	-	190,679	162,059
Deferred revenue (Note 8)	72,851	1,277	-	74,128	61,027
Due to related party	-	-	-	-	756,719
Due to funds (Note 9)	440,591	-	-	440,591	1,127,585
Current portion of long-term debt	<u>-</u>	<u>374,415</u>	<u>-</u>	<u>374,415</u>	<u>1,492,161</u>
	649,413	430,400	-	1,079,813	3,599,551
LONG-TERM DEBT (Note 10)	<u>-</u>	<u>839,177</u>	<u>-</u>	<u>839,177</u>	<u>40,000</u>
	<u>649,413</u>	<u>1,269,577</u>	<u>-</u>	<u>1,918,990</u>	<u>3,639,551</u>
FUND BALANCES					
FUND BALANCES	<u>881,521</u>	<u>3,002,770</u>	<u>217,821</u>	<u>4,102,112</u>	<u>3,559,366</u>
	<u>1,530,934</u>	<u>4,272,347</u>	<u>217,821</u>	<u>6,021,102</u>	<u>7,198,917</u>
SIGNIFICANT EVENT (Note 11)					

Approved by the Board _____ Director _____ Director

SOCCER NOVA SCOTIA
NON-CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2022

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	2022	2021
	\$	\$
CASH PROVIDED BY (USED FOR):		
OPERATING		
Excess of revenues over expenses	542,746	373,356
Items not affecting cash		
Amortization (Schedule A)	174,066	188,217
CEBA loan forgiveness	-	(20,000)
Income pick-up of a controlled profit-oriented enterprise	(47,259)	(456)
	669,553	541,117
Changes in non-cash working capital items		
Accounts receivable	(16,109)	68,082
Prepays	(48,147)	(38,524)
Accounts payable and accrued liabilities	28,619	23,640
Deferred revenue	13,101	(18,304)
	647,017	576,011
FINANCING		
Cash payments to related parties	(756,719)	-
Proceeds on long-term debt	-	60,000
Payments on long-term debt	(318,569)	(179,379)
	(1,075,288)	(119,379)
INVESTING		
Proceeds on wind-up of investment in controlled profit-oriented enterprise	370,590	-
Cash payments from related parties	566,898	28,673
Acquisition of capital assets	(7,883)	(8,244)
	929,605	20,429
CHANGE IN CASH	501,334	477,061
CASH - beginning of year	1,203,457	726,396
CASH - end of year	1,704,791	1,203,457
Cash consists of:		
Cash	1,254,602	754,956
Restricted cash	450,189	448,501
	1,704,791	1,203,457

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SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

1. OPERATIONS

Soccer Nova Scotia ("the Society") is a not-for-profit society incorporated on May 20, 1977 under the Societies Act of Nova Scotia. The objective of the Society is to promote, develop and govern the game of soccer in the Province of Nova Scotia.

As of end of day November 18, 2021, the BMO Soccer Centre ("the Centre") was wound up into Soccer Nova Scotia and the Centre as a legal entity ceased to exist. The wind-up resulted in a deemed dividend paid to the Society in the amount of \$370,589, which was settled through the transfer of the assets, liabilities, and equity of the Centre.

After November 18, 2021, all former Centre activities continued within Soccer Nova Scotia.

Select financial information of BMO Soccer Centre is as follows:

	Nov. 18 2021 \$	Mar. 31 2021 \$
Total assets	-	325,535
Total liabilities	-	2,205
Shareholder's equity	-	323,330
	-	325,535
Total revenues	175,623	62,378
Total expenses	128,364	61,922
Net earnings	47,259	456
Cash flows from operating activities	49,759	3,999
Cash flows used in financing activities	(370,589)	-
Cash flows from (used in) investing activities	189,821	(28,673)

2. FUND ACCOUNTING

General Fund

The general fund accounts for the daily activities of the Society's program delivery and administrative activities.

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SOCCKER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

2. FUND ACCOUNTING (Continued)

Capital Fund

The capital fund accounts for the daily operations of existing facilities and also finances the existing facilities, expansion of existing facilities and creation of new facilities.

Internally Restricted Fund

The internally restricted fund reports internally restricted resources for specific purposes including financing Nova Scotia players' post secondary education in the future, players' development activities, cost of participation for provincial team players with financial needs and future special projects, such as strategic planning.

3. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Cash

Cash consists of cash on hand and bank balances held with financial institutions.

Restricted cash

Restricted cash consists of high-interest savings accounts held with an investment broker.

Investment in controlled profit-oriented enterprise

The non-consolidated financial statements have not been consolidated as the Board of Directors of the Society has access to all pertinent information concerning the resources and operations of the controlled profit-oriented enterprise, BMO Soccer Centre. The Society accounts for its investment in its controlled profit-oriented enterprise using the equity method, whereby the amount of the investment is adjusted annually for the Society's pro-rata share of the net earnings of its investment and reduced by the amount of any dividends received.

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SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Capital assets

Capital assets are recorded at cost. Amortization is provided for using the following rates and methods over their estimated useful lives as follows:

Building equipment	20%	Diminishing balance
Buildings	4%	Diminishing balance
Computer hardware	55%	Diminishing balance
Computer software	100%	Diminishing balance
Fences	10%	Diminishing balance
Furniture and fixtures	20%	Diminishing balance
Playing surface	10 years	Straight-line

One half year's amortization is taken in the year of acquisition.

Government grants and other contributions received specifically for the construction of the indoor facility have been deferred. They are recognized into income based on the building's useful life.

Impairment of long-lived assets

Long-lived assets are tested for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value.

Contributed goods and services

Contributed materials and services are recognized in the financial statements when their fair value can be reasonably determined and they are used in the normal course of the Society's operations and would otherwise have been purchased.

The Society benefits from donated services in the form of volunteer time for various programs and objectives of the Society. Due to the difficulty of determining their fair value, these contributed services are not recognized in these financial statements.

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

11

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue recognition

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year which the related expenses are incurred. All other restricted contributions are recognized as revenue in the appropriate restricted fund.

Unrestricted contributions are recognized as revenue in the General Fund in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Registrations and other player fees are recognized in the fiscal year that the corresponding playing season occurs.

Revenue from facility rentals and commercial office space is recognized as the service is provided to the users.

Government assistance

Government fundraising and grants for general operations are recorded as revenue when received. Government grants for the purchase of capital assets are applied against the cost of the related asset in the year acquired.

Income taxes

The Society is a non-profit organization under Section 149.1(1) of the Income Tax Act, and, as such, is exempt from income taxes. Accordingly, no provision has been made in the accounts for income taxes.

Financial instruments

Measurement of financial instruments

The Society initially measures its financial assets and financial liabilities at fair value.

The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except related party transactions which are measured at their carrying value.

Financial assets measured at amortized cost include cash, accounts receivable and restricted cash.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long-term debt.

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

12

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of any write down is recognized in the excess of revenues over expenses. Any previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of any reversal is recognized in the excess of revenues over expenses.

Allocation of common expenses

The Society engages in facility rentals to clubs and soccer programs. The cost of the facilities include utilities, maintenance and other expenses directly related to operating the facility. The Society allocates some facility expenses to these programs based on usage of the facilities and applies that basis consistently each year.

Use of estimates

The preparation of non-consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Estimates are used when accounting for items and matters such as allowance for doubtful accounts, useful lives of capital assets, certain accrued liabilities, Canada Emergency Wage Subsidy claims, Tourism and Hospitality Recovery Program claims and Canada Emergency Rent Subsidy claims. Actual results could differ from those estimates.

4. ACCOUNTS RECEIVABLE

	2022	2021
	\$	\$
Trade receivables	109,160	163,882
Accrued receivables	80,831	-
Allowance for doubtful accounts	(13,665)	(3,665)
	<u>176,326</u>	<u>160,217</u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

13

5. DUE FROM FUNDS

The amounts due from funds are unsecured, non-interest bearing and have no set terms of repayment.

6. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2022	Net 2021
	\$	\$	\$	\$
Building equipment	110,969	66,962	44,007	55,009
Buildings	4,661,198	1,280,035	3,381,163	3,522,046
Computer hardware	63,245	56,837	6,408	9,579
Computer software	20,120	20,120	-	-
Fences	5,154	1,827	3,327	3,697
Furniture and fixtures	115,944	65,853	50,091	57,009
Playing surface	38,387	17,206	21,181	25,020
	<u>5,015,017</u>	<u>1,508,840</u>	<u>3,506,177</u>	<u>3,672,360</u>

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2022	2021
	\$	\$
Trade payables	26,391	34,890
Accrued liabilities	142,238	89,998
Government remittances	<u>22,050</u>	<u>37,171</u>
	<u>190,679</u>	<u>162,059</u>

8. DEFERRED REVENUE

	2022	2021
	\$	\$
Deferred revenue consists of:		
Canada Games	35,027	20,744
Coaching	-	1,950
High performance registration	5,000	12,885
Provincial program	19,275	-
Referee registration	13,550	18,880
Turf rental	<u>1,276</u>	<u>6,568</u>
	<u>74,128</u>	<u>61,027</u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

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8. DEFERRED REVENUE (Continued)

Changes in deferred revenue are as follows:

	2022	2021
	\$	\$
Balance - beginning of year	61,027	79,331
Amount recognized as revenue	(71,990)	(64,973)
Amounts received related to future periods	<u>85,091</u>	<u>46,669</u>
	<u><u>74,128</u></u>	<u><u>61,027</u></u>

9. DUE TO FUNDS

The amounts due to funds are unsecured, non-interest bearing and have no set terms of repayment.

10. LONG-TERM DEBT

Bank of Montreal mortgage, secured by buildings with a carrying value of \$3,381,163 repayable in equal monthly installments of \$29,570 from September 2021 to August 2023, including interest at a fixed rate of 2.00% per annum.

2022	2021
\$	\$
1,173,592	1,492,161

BMO Canada Emergency Benefit Account loan of \$40,000 represents a \$60,000 loan net of a \$20,000 forgivable portion and can be used to pay non-deferrable operating expenses. The loan is non-revolving and non-interest bearing until December 31, 2022, with \$20,000 forgivable if the balance is repaid by December 31, 2022. On January 1, 2023, the outstanding balance will automatically convert to a non-revolving term loan bearing interest at 5% and maturing on December 31, 2025.

	<u>40,000</u>	<u>40,000</u>
	1,213,592	1,532,161
Less current portion	<u><u>374,415</u></u>	<u><u>1,492,161</u></u>
	<u><u>839,177</u></u>	<u><u>40,000</u></u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

15

10. LONG-TERM DEBT (Continued)

Assuming like terms, principal due within each of the next 2 years on long-term debt is as follows:

	\$
2023	374,415
2024	839,177

11. SIGNIFICANT EVENT

On March 11, 2020, the World Health Organization declared COVID-19 a world wide pandemic. During the days that followed, the Federal and Provincial governments issued many orders and restrictions on business and travel, leading up to the Province of Nova Scotia declaring a state of emergency on March 22, 2020. The state of emergency was lifted in March 2022. This pandemic, which has continued to spread, has adversely affected workforces, customers, economies, and financial markets globally, potentially leading to an economic downturn.

While the impact of COVID-19 is expected to be temporary, the current circumstances are dynamic. Due to the required closures of sport facilities in the Province of Nova Scotia, the Society had to close their facilities and fields intermittently throughout the year, resulting in some disruptions to regular operations.

During the year, the Society pursued many avenues of financial support from the following:

	2022	2021
	\$	\$
Nova Scotia Small Business Impact Grants	18,963	10,000
Canada Emergency Business Account forgivable portion	-	20,000
Canada Emergency Wage Subsidy and Tourism and Hospitality Recovery Program	409,192	418,132
Canada Emergency Rent Subsidy	37,511	24,325
COVID-19 Emergency Support for Provincial Sport Organizations Funding	-	504,088
Sport Nova Scotia Emergency Funding	-	44,460
Canada Temporary Wage Subsidy	-	13,095
	<u>465,666</u>	<u>1,034,100</u>

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

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11. SIGNIFICANT EVENT (Continued)

Canada Emergency Wage Subsidy, Tourism and Hospitality Recovery Program and Canada Emergency Rent Subsidy claims are subject to audit by Canada Revenue Agency. The final amounts allowed by Canada Revenue Agency may differ from the amounts recorded by the Society.

The Society continues to operate and the full impact of this event on the Society's cash flows is not known at this time.

12. INTERNALLY RESTRICTED FUNDS

	2021	Revenues (Expenses)	2022
	\$	\$	\$
Scholarship	100,159	(802)	99,357
Player development	13,795	-	13,795
Strategic plan	12,700	-	12,700
Future special projects	19,534	-	19,534
Assistance for provincial team players	<u>72,435</u>	<u>-</u>	<u>72,435</u>
	<u>218,623</u>	<u>(802)</u>	<u>217,821</u>

13. RELATED PARTY TRANSACTIONS

During the year, the Society entered into transactions (recorded at exchange values) with BMO Soccer Centre as follows.

	2022	2021
	\$	\$
Salaries and wages	<u>90,060</u>	<u>36,068</u>
Overhead	<u>27,232</u>	<u>14,898</u>

Overhead revenue for the year ended March 31, 2022 contains charges for salaries, repairs and maintenance and utilities.

14. CONTRIBUTED GOODS

The Society included contributed goods, comprised of sports attire for the EXCEL program, in both revenues and expenses in Schedule D: Soccer Development for \$20,000 (2021 - \$20,000).

SOCCER NOVA SCOTIA
NON-CONSOLIDATED NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

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15. GOVERNMENT ASSISTANCE

	2022	2021
	\$	\$
Province of Nova Scotia	198,650	705,634
Federal Government	<u>446,703</u>	<u>475,551</u>
	<u><u>645,353</u></u>	<u><u>1,181,185</u></u>

Government assistance of \$465,666 (2021 - \$1,034,100) is included in revenue on the face of the income statement, \$95,000 (2021 - \$95,000) is included in revenue on Schedule A: Administration and \$84,688 (2021 - \$52,085) is included in revenue on Schedule D: Soccer Development.

During the year, the Society received government assistance for COVID-19 relief of \$465,666 (2021 - \$1,034,100). See Note 11 for detailed breakdown.

16. FINANCIAL INSTRUMENTS

Risks and concentrations

The Society is exposed to various risks through its financial instruments. The following analysis provides a measure of the Society's risk exposure and concentrations at March 31, 2022.

It is management's opinion that the Society is not exposed to significant market, currency, interest rate or other price risks from its financial instruments. The risks arising on financial instruments are limited to the following:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Financial instruments that potentially subject the Society to concentrations of credit risk consist of cash, accounts receivable and restricted cash. The Society deposits its cash and restricted cash in reputable financial institutions and therefore believes the risk of loss to be remote. The Society is exposed to credit risk from customer accounts receivable. The Society believes this credit risk is minimized as the Society has a large and diverse customer base. A provision for impairment of accounts receivable is established when there is objective evidence that the Society will not be able to collect all amounts due.

16. FINANCIAL INSTRUMENTS (Continued)

Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and long-term debt. Despite risks outlined in Note 11, the Society currently generates sufficient cash flow from operating activities to fund operations and fulfill obligations as they become due.

Draft

**SOCCER NOVA SCOTIA
SCHEDULE A - ADMINISTRATION
FOR THE YEAR ENDED MARCH 31, 2022**

19

	2022	2021
	\$	\$
REVENUES		
Grants, sponsorships and contributions	135,711	130,000
Other	6,396	1,326
Registration and programming	581,491	-
Turf rentals	<u>799,776</u>	<u>584,069</u>
	<u>1,523,374</u>	<u>715,395</u>
OPERATING EXPENSES		
Advertising and promotion	6,839	8,193
Amortization	174,066	188,217
Bad debts	44,871	13,790
Board and CSA meetings	2,681	-
CSA player levy	152,505	61,060
IT registration	27,871	16,999
Insurance	47,969	36,168
Interest and bank charges	47,020	66,727
Kidsport	-	11,565
Miscellaneous	18,873	4,710
Office and administration	23,773	25,424
Outdoor program	142	-
Professional fees	27,498	28,841
Programming	1,812	-
Property taxes	2,126	-
Repairs and maintenance	83,443	78,776
Salaries and benefits	557,508	504,590
Scholarships	8,200	7,700
Utilities	<u>122,088</u>	<u>83,699</u>
	<u>1,349,285</u>	<u>1,136,459</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>174,089</u>	<u>(421,064)</u>

SOCCER NOVA SCOTIA
SCHEDULE B - HIGH PERFORMANCE AND PROVINCIAL TEAM
FOR THE YEAR ENDED MARCH 31, 2022

20

	2022	2021
	\$	\$
REVENUES		
Registration and trips	<u>55,209</u>	<u>22,968</u>
OPERATING EXPENSES		
Coaching honorariums	10,300	6,108
Miscellaneous	1,839	-
Programs and trips	<u>50,133</u>	<u>13,633</u>
	<u>62,272</u>	<u>19,741</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>(7,063)</u>	<u>3,227</u>

**SOCCER NOVA SCOTIA
SCHEDULE C - COMPETITION
FOR THE YEAR ENDED MARCH 31, 2022**

21

	2022 \$	2021 \$
REVENUES		
Winter competition	<u>-</u>	<u>177,102</u>
OPERATING EXPENSES		
Hosting Atlantics	187	-
Winter competition	<u>-</u>	<u>166,234</u>
	<u>187</u>	<u>166,234</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>(187)</u>	<u>10,868</u>

Draft

SOCCER NOVA SCOTIA
SCHEDULE D - SOCCER DEVELOPMENT
FOR THE YEAR ENDED MARCH 31, 2022

22

	2022	2021
	\$	\$
REVENUES		
Grants	104,688	72,085
Registration	<u>21,581</u>	<u>1,610</u>
	<u>126,269</u>	<u>73,695</u>
OPERATING EXPENSES		
Coaching clinics and workshops	12,882	14,554
Club licensing/equipment	28,420	27,405
Regional grants and contributions	15,713	-
Salaries	<u>221,895</u>	<u>210,400</u>
	<u>278,910</u>	<u>252,359</u>
DEFICIENCY OF REVENUES OVER EXPENSES	<u>(152,641)</u>	<u>(178,664)</u>

Draft

**SOCCER NOVA SCOTIA
SCHEDULE E - REFEREE
FOR THE YEAR ENDED MARCH 31, 2022**

23

	2022 \$	2021 \$
REVENUES		
Assigning IT system	8,516	-
Miscellaneous	495	-
Referee clinics	28,330	-
Referee registration	<u>15,355</u>	<u>2,400</u>
	<u>52,696</u>	<u>2,400</u>
OPERATING EXPENSES		
Assigning IT system	9,874	2,452
Miscellaneous	34	316
Referee assessment	3,373	189
Referee clinics	6,073	389
Referee program officer	42,064	37,877
Regional grants and contributions	<u>845</u>	<u>-</u>
	<u>62,263</u>	<u>41,223</u>
DEFICIENCY OF REVENUES OVER EXPENSES	<u>(9,567)</u>	<u>(38,823)</u>

**SOCCER NOVA SCOTIA
SCHEDULE F - LEAGUE
FOR THE YEAR ENDED MARCH 31, 2022**

24

	2022 \$	2021 \$
REVENUES		
Fines	3,225	-
Other	405	-
Registration	<u>463,824</u>	<u>-</u>
	<u>467,454</u>	<u>-</u>
OPERATING EXPENSES		
Communication	1,938	700
Office and administration	10,843	1,643
Playoffs	8,000	-
Referees	4,234	-
Repairs and maintenance	9,708	288
Salaries and wages	97,682	32,980
Turf costs	<u>309,859</u>	<u>1,133</u>
	<u>442,264</u>	<u>36,744</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>25,190</u>	<u>(36,744)</u>



Appointment of Auditors

The Soccer Nova Scotia Board of Directors are requesting time to complete a request for proposal for our 2022/2023 audit.

Baker Tilly had a 3-year contract and was granted a 1-year extension due to the pandemic. The Baker Tilly contract has now expired.

Motion: SNS to commence a Request for proposal (RFP) process for auditing services for 2022/2023-2025/2026 with a recommendation for appointment expected by September 1, 2022.



Executive Director Report

We have once again been through another year of Covid-19 playing havoc with our sport and ultimately our lives.

This past year we've been closer to pre-covid normalcy than 2020, but we still had a number of restrictions that caused shutdowns. I realize how frustrating this has been for you all and all I can say is "Thank you" for your patience, for your understanding, and for your incredible commitment to the game of soccer.

In 2021 we had over 17,000 members register for soccer throughout NS. That number far exceeded our expectations and that is due to the work on the ground level. Our province desperately needed sports to offer programming and allow people to be active again in the sports they love. Soccer did not disappoint, and in fact, led the way due based on your unwavering commitment to our game.

Our strategic plan feedback has been compiled and from that we will complete an operational plan that will guide us for the next 3-4 years. We had a record number of responses with the input being extremely helpful and insightful. I can promise you that we will make the necessary changes internally to our operations that will adapt to our strategic priorities.

More than ever, we need to find a way to work better together as a sport system. In the near future, we will be suggesting operational adjustments which will allow Soccer NS to provide better support and sustainability for the game of soccer throughout Nova Scotia and for years to come. We want to work closely with all members and provide the support needed, but we also need to put the proper systems and processes in place for that to happen.

As a soccer ecosystem we need to do better to respect each other. On the pitch, off the pitch, in the board room, on committees, coach/referee, coach/coach, club/club, pso/club, league/pso, parent/coach, player/coach, player/referee, human to human etc etc.

Respect is crucial to growing and developing the game of soccer throughout NS and we need to retain all respectful participants in our game. Kids, youth, and adults typically don't quit soccer, they quit people. We will address this issue through our strategic priorities moving forward to ensure all stakeholders feel safe in our sport.

We have a great deal of momentum - we've weathered the storm and rebounded strongly. Soccer is a leader in the sport system in NS, as well as throughout Canada. Staff and Boards cannot do this alone, we need all stakeholders engaged and working to support strategic initiatives to help continue this energy and growth. I will ensure Soccer NS will also be there to support you as best as we can.

Inflation is affecting us all right now and we have seen signs how it's impacting our sport. Many families are choosing sports for their children based on the price of sport programming. We all have to do our best to reduce the possible effects that inflation will have on Soccer moving forward. Leagues keeping games as local as possible to reduce travel, developing referees locally, cutting expenses where you can, to maintain or reduce registration fees and offer fundraising opportunities where possible. Participation numbers in our game will affect our clubs if we can't find way to make/keep the game affordable.

I want to thank my amazing staff that help me every day to be a better leader. Your leadership, patience, understanding, and ability to pivot and pick up the pieces inspires me. Thank you to our board of directors that support my leadership and always focus on the wellness of our staff, our members and the game.

Last, but certainly not least, thank you to our clubs, districts, leagues, coaches, referees, players and volunteers. I am truly grateful for all that you do; we simply don't exist without your dedication and commitment to our game.

Yours in soccer,

Brad Lawlor
Executive Director
Soccer NS



Finance Report

The finance committee has been focused this year on the overall financial health of Soccer NS, managing financial risk through the pandemic, and driving operational improvements for post pandemic return to play.

Throughout the pandemic Public Health restrictions have limited our programs and membership curtailing revenue from traditional operating sources. We secured additional government funding allowing us to reduce or maintain all costs to our members. It is noted that the majority of this funding was COVID 19 related and will not be reoccurring.

We are in a strong financial position with a healthy bank balance and investments to partially fund upcoming capital projects, including the replacement of the BMOSC turf, slated for spring 2023. A new Capital Investment committee has been struck to look at additional infrastructure opportunities throughout NS.

We are working on creating fiscal policy for SNS and a three-year financial plan geared to our strategic priorities to better prepare us for the future.

Thank you to our staff and board for their continued support.

Dave Risk
Chair, Finance Committee



Governance Report

The governance committee created a discussion paper in December to ask for input from our member clubs and districts. The question that was asked was, should districts continue to be direct members of Soccer NS, or should the clubs be the direct member of Soccer NS?

Many districts don't currently operate as districts and many clubs were looking for Soccer NS to deal directly with the clubs. The feedback came back, metro was unanimous in wanting to switch to the clubs as direct members, and the rural regions favored keeping the districts as direct members.

Colin Bryson and Brad Lawlor held zoom sessions with rural clubs and districts to get a better understanding of the concerns. After hearing the concerns, it appeared the main concerns were around regional leagues as well as smaller clubs that districts felt needed their support.

Covid-19 restrictions just recently were released and with many districts/clubs starting back up after being shut down for two years. Based on feedback, we felt that addressing this in the fall would give clubs and districts time to focus on getting back to soccer activity and also provide SNS with time to see how the summer season could affect potential changes.

Once a vote is held on this, we also realize other areas of the bylaws will need to be addressed. How you become a member club, Presidents forum, voting structure etc. The governance committee are reviewing the bylaws to ensure all aspects of the potential change are captured.

Colin Bryson, Governance Committee Chair



Risk Management Committee Report

The Risk Management Committee met regularly throughout the past year to evaluate various risks to SNS, propose remediation strategies to the Board of Directors, and update the Risk Registry. The review of the Risk Registry is a standing item on the agenda for the meetings of the SNS Board of Directors.

For the past year, the members of the Risk Management Committee were: Kim Hardy, Darren Thompson, Lori Lancaster, Brad Lawlor (ex officio), and Phil Swinney (ex officio).

Sylvain Allaire
Chair
Risk Management Committee



Strategic Planning Committee Report

1. Overview:

The main focus for this Committee during the last 12 months has been the renewal of the Strategic Direction. The 2017-2021 Strategic Direction has expired.

Committee work plan 2021-2022

	Priority	Timeline
1	Finalize Committee membership	September 2021
2	Review Terms of Reference for the Strategic Planning Committee	November 2021
3	Discuss and agree approach and timelines for Strategic Direction Renewal	January 2022
4	Review and Report Progress on previous Strategic Direction 2017-2021	January 2022
5	Launched renewal process	January-June 2022 (delayed renewal start due to COVID 19)
6	Finalize Strategic Direction	October 2022

While final accountability for the plan rests with the Board of Directors implementation of the Strategic Direction is the responsibility of the Executive Director and staff; with some exceptions.

2. Strategic Direction Renewal – Approach and Timeline

Approach and Timeline -SNS Strategic Renewal

Mapping the Process

- Analysis of former plan-data analysis
- Environmental Scan
- Preliminary ideas

Consultation-Phase 2

- Townhalls with
- Clubs
 - Coaches
 - Members
 - Board
 - Staff
 - Other

Strategic Plan Approved and Communicated

- Launch
- Share
- Implementation Plan
- Working to Plan

July 2021

Aug-Dec
2021

Jan-June
2022

June-Sept
2022

October
2022

Consultation – Phase 1

- Exploring ideas, insights, perspectives
- Survey Launch
 - Survey Analysis Informs Focused Reach Out with Stakeholders
 - Consultation Questions

Priorities Emerging

- Synthesis and Alignment of the way forward
- Recommended Draft Shared, Refined and Agreed

Refined Timeline Due to COVID 19

3. Strategic Renewal Progress and Key Accomplishments

- Reviewed performance from last Strategic Direction and KPIs
- Launched Survey
- Completed Survey Analysis Report
- Conducted Town Halls
- Priorities and Recommendations emerging



SURVEY FINDINGS



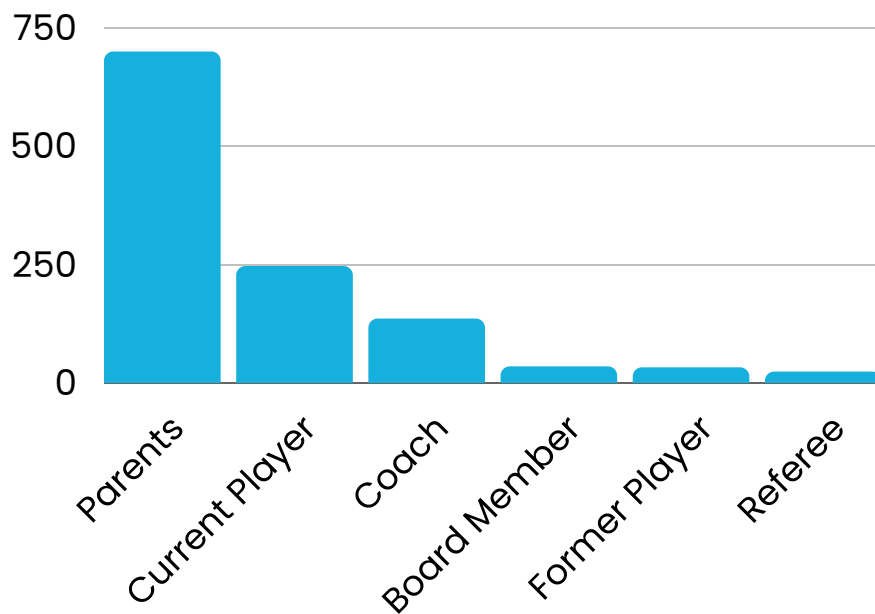
BINGO

bingoimpact.com

ABOUT THIS SURVEY

- This survey on Soccer Nova Scotia's strategic priorities was distributed to members and the soccer community in the fall of 2021
- Respondents were asked to rank administrative, technical, and organizational priorities based on how important each was to them
- Respondents also had the opportunity to provide written responses to key questions guiding Soccer Nova Scotia's strategic plan

1,198
total
responses

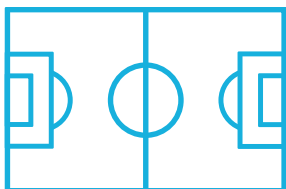


- Respondents were asked to identify their primary role within soccer
- Parents made up 58% of all respondents
- Gender was nearly evenly split by gender (50% female)
- The most common age group of survey respondents was 45-54 year olds (38%)
- 34% of respondents were from outside HRM

- The most important priority area from a technical and organizational perspective was player development
- Coach and Referee development was among the top three priorities identified, particularly as it relates to accessible online education
- Growing the number of registered players also scored highly

46%

46% of respondents said player development was the most important to them



- More than 80% of those surveyed said that infrastructure opportunities were important to them
- Adding new facilities and increasing access was as important to those residing within HRM as outside of HRM

WHAT IS SOCCER NOVA SCOTIA'S ROLE?



Facilitator

Facilitating relationships with the provincial government and Soccer Canada



Leader

Leading the club system, serving in an oversight capacity, creating and enforcing standards



Developer

Developing coaches and officials

WHAT NEEDS TO CHANGE?

Make Soccer More Inclusive

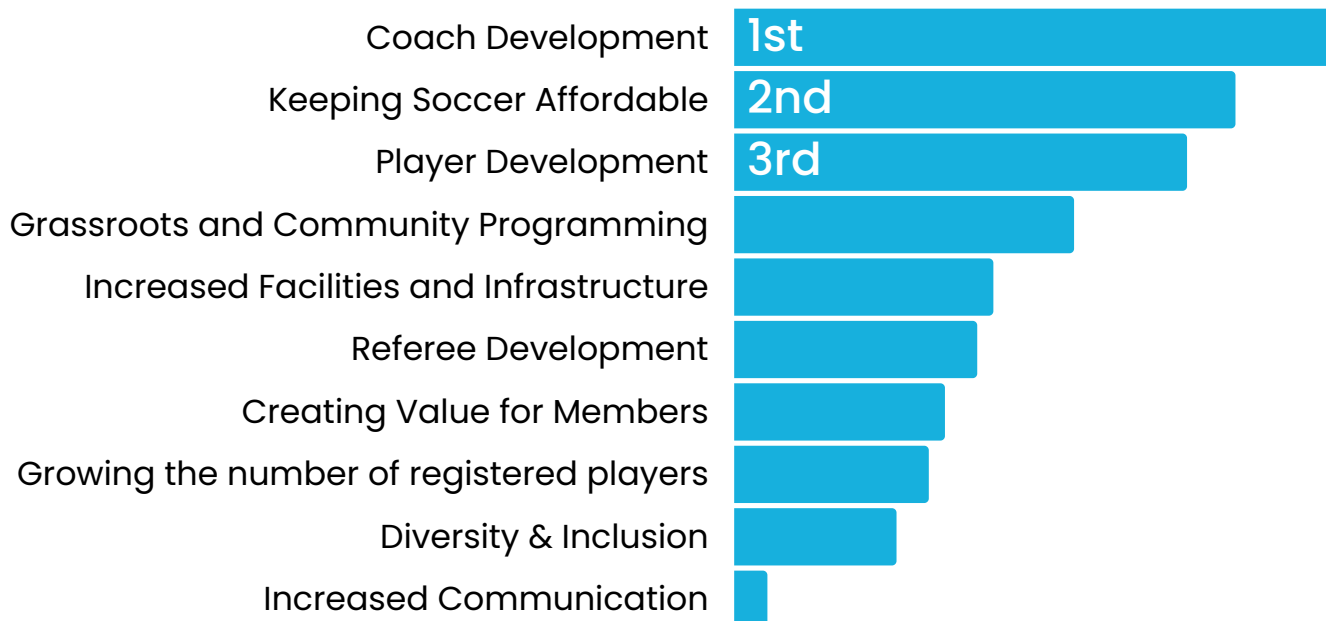
- Focusing on cost and affordability, enhancing the accessibility of the game was the second greatest topic area identified

Improve Player Development

- Investing in ALL players, not just those who are identified as high performance, seen as critically important

PRIORITY RANKING

Three community consultation sessions were held in May 2021 to present the findings from the survey and to collect feedback. In total, approximately 35 soccer leaders from across the province attended. In each session, attendees were asked to select their top three priorities. Each bar shows approximately how many votes each received relative to the others.





May 11th, 2022

Board of Directors
Soccer Nova Scotia

REFERENCE: SOCCER NOVA SCOTIA SLATE OF NOMINEES

In accordance with the *Soccer Nova Scotia By-Laws*, and on behalf of the Nominations Committee, we are pleased to present the following slate of nominees for the positions of Directors and Officers in advance of the 2021 Annual General Meeting:

Vice President	David Risk
Director	Laurie HalfPenny MacQuarrie
Director	Jackie Wills
Director	Yemi Akindoju

These nominees, subject to election and as per the *Soccer Nova Scotia By-Laws*, will serve three-year terms.

Further, this proposed slate of nominees fulfills the skills, regional and gender requirements as outlined in the *Soccer Nova Scotia By-Laws*. Therefore, the nominees are recommended for presentation, along with a summary of each nominee, to the membership at the 2021 Annual General Meeting (June 12th 10am – Futures Inn - Halifax).

Respectfully submitted,

Wendy Bedingfield
Chair, Soccer Nova Scotia Nominations Committee



NEW BOARD MEMBER

Jackie Wills

Expertise
Executive Level HR
Corporate Governance
Strategic Planning
Government Relations

WELCOME JACKIE





NEW BOARD MEMBER

Yemi Akindoju

Expertise

Accounting/Finance
Previous Board Experience
Strategic Planning
Business Development



WELCOME YEMI