



**CAMBRIDGE YOUTH SOCCER**  
**Annual General Meeting Minutes**  
January 19, 2014

**1. Introductions:**

President Elizabete Pinho welcomed all attendees to the 2014 Cambridge Youth Soccer Annual General Meeting.

Apologies extended for the delays, as we were waiting for additional attendees to attain the quorum requirement.

**2. 5 Year Plan**

Rick Davis provided a summary/overview of the 5 Year Plan, which the Board developed in June. The Plan is a 'living document' subject to regular review and revision, and CYS members are encouraged to provide feedback to the Board for consideration.

5 Year Plan attached to Minutes.

**3. OSA Silver Award of Excellence**

Jennifer Granger presented the OSA Silver Club Excellence award to Elizabete Pinho. Jennifer discussed the OSA's objective for the awards, with recognition to CYS on our grassroots focus.

Per the 5 Year Plan, CYS has considered the Gold Club Excellence award for future goal.

**4. Credentials Report:**

A quorum (per CYS Constitution) has been confirmed to allow the meeting to proceed.

**5. Acceptance of 2013 AGM Minutes:**

- Motion to accept the AGM 2013 Minutes.
  - o Motion: J. McKellar
  - o Second: J. Fonseca
  - o All in favour, carried for acceptance of 2013 AGM Minutes.



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**6. Presidents Address:**

“Welcome everyone. Thank you for coming out today. We appreciate having our guests from the South West Region Soccer Association and the Ontario Soccer Association.

I realize that our attendance at our AGM’s has been low over the last number of years but this is an indication that overall people are happy with the direction and programming that our club offers.

Our goal is to continue to improve our programs and have our players enjoy the soccer experience.

We Thank all our staff, volunteers and parents for making this possible.”

**7. Directors Reports:**

Reports, with exception of financial report, were not read to the assembly, but opportunities provided to raise questions. There were no questions or comments made.

- Motion to accept the Reports as provided.
  - o Motion: W. Booth
  - o Second: John Fonseca
  - o Voted, and motion carried to accept the Reports

**8. Treasurer’s Report:**

- Overall our profit for the year dropped to just over \$10,000 primarily due to two big expenses. Cambridge Youth Soccer did contribute \$18,000 towards the purchase of goal posts. We made this donation to the City to upgrade several fields to meet our needs. The other large expense was the \$36,343 that we paid for the new turf.
- Registration Fees – reflect increased numbers in our Indoor program and increased fees.
- Tournament – we experienced much lower profits with reduced teams. With LTPD and limited fields we could not accommodate 9 vs 9.



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- Overall the Indoor Facility created a loss of \$57,325.
- In regards to our assets, we have committed \$250,000 to the expansion of our office at 745 Fountain St. We also have \$500,000 reserved to help the City purchase land to develop a soccer park.
- J. McKellar question: \$750k has been set aside for fields and facilities, rather than allocated to Facilities
- Motion to accept the Report as provided.
  - o Motion: E. Pinho
  - o Second: D. McGoldrick
  - o Voted, and motion carried to accept the Reports

**9. Budget:**

- Reviewed the budget provided.
- Increase in fees for adding a track suit to the Rep package is reflected in the Registration fees and Uniforms.
- Increase in budget for wages to account for the addition of the Grassroots House League support person.
- Increase in credit card fees as we are no longer accepting cheques for House League registrations.
- City of Cambridge had forgotten to send us our rent increase in 2013 so we will see a significant increase in 2014.
- We will be combining the U7 to U10 Finals Day with the U11 to U18 in 2014 to help reduce costs.
- Dome – Snow removal will be higher in 2014
- We also anticipate receiving our bill from MPAC for taxes this year.
- H. Bout question: Grassroots coach has been selected, and we are currently in negotiation, with target of announcement next week.
- Motion to accept the Budget as provided.
  - o Motion: E. Pinho
  - o Second: D. McGoldrick
  - o Voted, and motion carried to accept the 2014 Budget



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**10. Auditors Report**

Provided to Members.

**11. Appointment of Auditor**

- Motion to re-appoint auditor Graham Mathew for 2014.
  - Motion: E. Pinho
  - Second: J. Fonseca
  - Voted, and motion carried to accept the re-appointment motion.

**12. Unfinished Business**

Nothing to report.

**13. Amendments to Constitution:**

Motion to revise the motion stated in the AGM material; to delete the Article 5 paragraph, allowing unlimited terms (subject to election) of Board members.

*A Director shall serve for a term of two years or until his or her successor is elected or appointed for a maximum of two consecutive full terms in the same position. Except for the Director on Policies and Procedures/Special Events position as it will be only a one year term.*

- Motion: T. Belissimo
- Second: T. Jansen
- Voted, and motion carried to revise the constitution

**14. Credentials Report:**

Ballots distributed to AGM attendees, quorum (per Constitution) remains.

**15. Election of Officers and Directors:**

Discussion and acceptance by the Membership to accept Walter Booth's written acceptance (email) for a Board position, as he was unable to attend AGM due to commitment.

A. Vice-President

2 years

- Nomination: David McGoldrick
  - Accepted nomination
- ELECTED: David McGoldrick



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- B. Treasurer 1 year
- Nomination: Manny Rodrigues
    - Declined nomination
  - ELECTED: Manny Rodrigues
- C. Secretary 2 years
- Nomination: John Fonseca
    - Accepted nomination
  - ELECTED: John Fonseca
- D. Senior House League 1 year
- Nomination: Dennis Lopes
    - Accepted nomination
  - ELECTED: Dennis Lopes
- E. Competitive 2 years
- Nomination: Tony Belissimo
    - Accepted nomination
  - ELECTED: Tony Belissimo
- F. Equipment 2 years
- Accepted nomination by previously provided email
  - ELECTED: Walter Booth
- G. Junior House League Director 1 year term
- Nomination: Dean Carr
    - Accepted nomination
  - ELECTED: Dean Carr
- Motion to destroy the ballots.
- Motion: Jim McKellar
  - Second: D. McGoldrick
  - Voted, and motion carried to destroy the ballots



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**16. Other Business:**

- Question raised (H. Bout) as to whether CYS is looking at OPDL.
  - E. Pinho: CYS has not applied, with the next applications due in ~ 18 months. CYS will evaluate in the interim, as we watch how OPDL plays out, and the Kitchener club's academy situation. Discussion has been held with other local clubs (e.g. Guelph and Waterloo).

**17. Adjournment:**

E. Pinho expressed her thanks to the AGM attendees, and adjourned the meeting.



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**Annual General Meeting**



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## Agenda

Credentials Report (Registration Desk)

Acceptance of Minutes of Previous AGM

President's Address

Officer's Reports

Treasurer's Report

Budget

Auditor's Report

Appointments of Auditors

Other Reports

Unfinished Business

Amendments to the Constitution or By-laws

Credentials Report (Registration Desk)

Election of Officers and Directors

Other Business

Adjournment



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## President's Report

Thank you all for another great year at Cambridge Youth Soccer. When I review the last year I am impressed by the improvements that we have made. Over the last few years we have seen a decline in member's concerns being brought to our attention. I attribute this to more communication coming from our office to our members. In 2014 we hope to continue this trend. I will also say that these improvements have been made possible by our staff. I thank them for their dedication and commitment to our club.

In addition, to the staff, I commend all our coaches and volunteers. These are the people that make our programs possible. We appreciate all that you do. The countless hours that you donate are invaluable to our organization.

I would like thank Joseph Ingram for his service on our board. He did decide to resign this year but we appreciate all the ideas and help that you contributed. I also want to thank Rick Davis for his years of service as a manager and board member of CYS. Your business expertise and attention to detail has helped us with our long term planning and improvement of our policies and procedures.

We continue to work with the City of Cambridge in securing a soccer park. The funds (\$500,000) are continues to be in reserve to aid in the purchase of land for this purpose. Unfortunately, we are still negotiating with land owners and we hope to come to an agreement this year. It will only be after we develop more fields that we can expand our House League program and provide the soccer experience to more children. Until such time we have reached capacity in our older age groups.

I also want to thank all the board members who continue on the board and are elected or re-elected today. Working with you has been a pleasure. Each of you make a great contribution to our success. It is not easy being part of the board and I want to acknowledge all the work that you do.

In conclusion, I want to recognize our sponsors. Thank you for helping us be able to offer programs to our membership. We appreciate your contribution to the community. This year we have hired Kaela to work part-time with a focus on increasing the number of sponsors that we have. We hope that this investment will make more companies aware of this opportunity and raise addition funds for our programs.

In 2014, we are also adding to our staff and hiring a full time House League Grassroots support person. The mandate will be to focus on the House League players, provide more technical knowledge and support and provide a resource to our volunteer coaches. Our Technical Director has provided this in the past but with us growing he can put all his attention into the Competitive program and expand the programs offered for development.

Finally, a huge Thank you to my family and the families of all the board of directors. We appreciate your support in allowing us to give our time to CYS.

Thank you

Elizabeth Pinho  
CYS President



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**Secretary's Report**

When I first joined the Board several years ago, I felt that the important aspects that I could offer and assist the Board with were transparency, accountability and planning for growth. As I am ending my tenure with the Board, I feel that this has been accomplished, as my fellow Board members are engaged and committed to the success of Cambridge Youth Soccer. I had spent several years on the sidelines complaining about the Board performance, and I walk away having gained a greater perspective and appreciation on the Board's objectives and performance.

Each and every Board meeting is open to our membership to attend with the schedule posted on the website, and all aspects are captured in our Minutes. The entire Board is committed to decision making that we can stand behind, although perhaps not always popular, and in the greater interest of the Club. Visitors to the Board meetings is a rarity, and we have had difficulties over the past several years with getting sufficient quorum at our annual General Meeting, but we have continued to ensure that our operations and decisions are open to our members.

The Board is truly accountable to our membership, and in 2013 we undertook a review of our policies to ensure that they were up to date to provide the necessary guidance and protection. For example, in recent years we have seen the exponential growth in the area of social media, necessitating changes to our policies on communication and website management so that we protect our youth, yet maintain the necessary tools for communication.

Growth is very important with CYS as we strive to meet the needs of a growing community that loves its soccer. With changes such as the OSA's OPDL and emergence of local Soccer Academies, it was important that the Board take on a strategic perspective to define a 5 Year Plan. This Plan provides a framework for growth, and includes 'goals' which we have defined to ensure that we stay on course. The Plan is subject to review and modification, and I would encourage the CYS members to review and provide feedback on the plan – as this is YOUR PLAN for YOUR CLUB.

I would like to thank my fellow Board members and CYS staff for their support for the past several years that I have had the pleasure of being a Board member.

Richard Davis



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## **Equipment Director's Report**

This was my first term as a board member for Cambridge Youth Soccer, being a member of the club for years it was exciting to be part of the board and continue to make soccer enjoyable and exciting for our kids.

With all the changes in the OSA and with the new Long Term Played Development program there were many changes required. This created the need review our infrastructure, which led to the implementing changes in fields including the acquisition of new goals for our U11 and U12 divisions. Our club was very well prepared due to the efforts of our admin staff and technical staff, as a result our club was one of the best in our region in providing fields and nets based on the new requirements.

My biggest project this year was selection of a new rep team uniform, at the end of 2013 our current contract with T. Litzen Sports expired. At last year AGM it was suggested that a uniform committee be established, the club took that suggestion and created a committee comprised of parents, team managers and coaches. After several meetings with the committee to review what the uniform makeup should be and establish quality minimums those specifications were released for bidding. The committee went through several presentations from different suppliers and with their input, through an arduous process of reviewing all the offerings we narrowed the options down, at which point the final uniform selection was presented to the board.

I want to thank all the members of the committee for their time and efforts, the time you devoted was much appreciated and I believe our kids will be better equipped moving forward because of it.

I have enjoyed my term as equipment director and look forward to serving on the board in the future.

Best Regards

John Fonseca  
Equipment Director



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## **Junior House League Director's Report**

I first would like to start by thanking all of the Volunteer Coaches that gave their time for the Junior House League program in 2013. Our program could not happen without your efforts. In 2013 we had great registration numbers in the Junior House League Program.

**Tiny Tots      245 registered      48 teams**

**Micro  
U4-U6          1040 registered      134 teams**

**Junior  
U7-U10        1233 registered      88 teams**

CYS programs are geared to be in line with the CSA's Long Term Player Development (LTPD) framework. In 2013 we continued to offer technical sessions for our 7-9 year olds run by the club. We hope to continue this plan going forward and to maybe expand on the number of sessions that can be offered.

The 5 yr Strategic Plan for CYS is also geared towards coach development. In 2014 we should have in place a House League Grass Roots coach. The focus of the position will be to work with our Technical Director in implementing and delivering on increasing the knowledge and ability of all of our Junior House League coach's. As you can imagine our challenge every year is to find enough volunteer coaches. We hope that by adding a Grass Roots Coach this will be the first step in increasing the level of knowledge at the crucial younger ages where the basic skills of the game must be taught properly.

The 2013 season was not without challenges. We did experience an increase in referee abuse which is a bit concerning given that there are no scores kept and that the incidents involved a coach or a parent. A special thank you to John Barrie and the young Referee's who are learning and yet have the courage to face some challenging situations.

Finally I would like to thank the CYS office staff, Darren Tilley our Technical Director, and the CYS Board who combine to make the best possible decisions in providing a program that is not only one of the best in the area but also one of the most affordable.

To end a big thank you also has to go out to our Finals Day Sponsors who make that day a special one for the younger ages. It never gets old watching young children receive that trophy and the huge smiles that follow.

**Manny Rodrigues, Junior House League Director**



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## **Competitive Director's Report**

I am very pleased with how the CYS competitive program continued to make great strides again this year. Darren and his staff coaches continue to do an amazing job developing our kids. He has put a lot of new programs in place over the last couple years with Long term player development (LTPD) in mind.

Knowing how important the house league is to the future of our competitive program. We started development sessions with our U7 house league kid's last season. We had them train with our staff coaches and also with our older competitive teams. I thought that having the younger player's train with the older one's was really well received. We plan on continuing with this in the hopes of getting kids ready for competitive soccer.

CYS is in the process of hiring a grass roots club head coach and hope to have him in place sometime in January 2014. This coach will report to Darren and will oversee the house league program, developing players and coaches, and also start up programs aimed at improving the skills of all our house league players.

Like in past years we had some competitive teams that did really well and we had some that struggled. But, I am very proud of how our kids represented Cambridge and I would like to thank them for their hard work. I would also like to thank all the travel coaches and their staffs for volunteering their time to coach the kids. Also, a big thank you to the Parents for getting their kids to practices and games.

It has been a pleasure serving on this board and working with all the current members. We put in a lot of hours but I think you would all agree that it was worth it.

Tony Bellissimo  
Competitive Director



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**INDOOR/TOURNAMENT DIRECTOR REPORT**

Tournament:

The 2013 Cambridge Heritage Tournament was a success once again, with over 120 teams participating from all over Ontario, with 15 divisions from ages 10 to 16.

We received a lot of positive feedback from many of the visiting teams, players and parents, which could not have happened without the hard work of Derek Bridgman and all the CYS Staff, Board of Directors, teams, coaches, parent volunteers, and John Barrie with his Refereeing Staff. Great Job by everyone!

I would like to thank all of the players, coaches and parents for attending our tournament and hope to see them back again next year.

Indoor Report:

As the 2013-14 indoor season is already underway, we find ourselves with over 100 teams again this year.

We at CYS will continue to improve our indoor league, always trying to get as many kids playing and fewer on waiting lists, thus creating a fun and enjoyable experience for all our young athletes.

Soccer is a great game and we'll work to continue with our goal here at CYS to provide a positive soccer experience with sportsmanship, fair play and respect towards each other as players, coaches and referees in all our levels of play. Thanks to all the volunteers, our coaches, CYS staff and fellow board members for their continued hard work and dedication for the growth of our club and its players.

Peter Stachowiak  
Tournament and Indoor Director



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**Technical Director Report 2013-2014**

As the introduction and implementation of Long-Term Player Development (LTPD) is in full flow at House League and Representative Level, CYS commitment to allow the game to be fun for the recreational player, competitive player and Coach continues with the numerous programs and development opportunities that are in place.

At House League level, CYS in align with Long Term Player Development (LTPD) has introduce NO STATS, NO STANDINGS AND NO SCORES to Emphasize “Playing” not “Competing” in specific age groups. Further CYS has introduced a **House League Program Playing Matrix** to assist parents in understanding how CYS has been working over the past 3 years. Please also note that 9 vs. 9 soccer will be introduced at Under 12 in 2014.

<b>Tiny Tots Soccer</b>	<b>Micro Soccer</b>	<b>Mini Development Soccer</b>
Under 2 – 3 (mixed Genders)	Under 4 – 5 – 6 (mixed Genders)	Under 7 – 8 – 9 - 10
No games – Parent Participation	4 vs. 4 (no GK’s)	7 vs. 7 (no Stats/Standings/Scores)
Family Fun	Active Start	FUNDamentals progressing to Learn to Train
Ball awareness	“First Kicks”	“Fun with the Ball” progressing to “The Golden Age”

<b>House League Development Soccer</b>	<b>House League Soccer</b>
Under 11 – 12	Under 14 – 18
9 vs. 9 (no Stats/standings/scores)	11 vs. 11
Learn to Train progressing to Soccer for Life	Soccer for Life
“The Golden Age” progressing to “Soccer for Health and Growth”	“Soccer for Health and Growth”

CYS has an immense duty to its House League players, coaches and parents as they are the foundation of the club. CYS will be introducing in January 2014 a Grassroots Club Head Coach. This position provides leadership and guidance for the ongoing implementation of Long Term Player Development within the CYS House League System for child and youth soccer in Cambridge.

This position will work with the volunteer coaches and parents to educate and develop the game at Grass Roots level developing program initiatives for soccer at the Under 4 - 18 age levels

Youth clubs in Ontario and Canada are usually judged (rightly or wrongly) on the successes of its Competitive Teams. Competitive coaches have been very forward thinking and open to all the Coach Development sessions organised and conducted. Those players/teams that participate in the Development sessions have certainly benefitted from the staff coaches practices and ideas.



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Success once again comes with CYS Residency Guidelines that are in place allowing the club to consistently “Develop” Cambridge resident players. CYS Competitive Program continues to build and advance at all levels, a very sincere thank you to all Coaches, players and parents for their support and understanding of the initiatives and programs in place.

May I once again thank the CYS Board of Directors for their support, they have allowed the Development Staff to continue “Creating a Soccer Culture” and expand to “GROWING THE GAME in Cambridge. May I also mention the Development Staff Coaches who have been wonderful, working with players and coaches at all levels to improve the standards within the club.

Darren Tilley  
CYS Technical Director



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**CYS 2013 Referee Year in review**

I would like to start out by thanking CYS and its Board of Directors for putting their trust in me again for the 2013 soccer season. It proved to be another very successful season as we worked very hard to develop confident referees for our community and district.

I would also like to also like to thank the office staff, Technical Director and all Referee Mentors for working very hard with all our referees. Again this year we worked well with our District Committees and our DRC Doug Docherty to implement new programs and referee training.

It takes a cohesive team to run a seamless program. Thanks again everyone.

**Overview 2013**

- We brought in 50 New Mini Referees for the 2013 season
- 25 New Entry Level Referees
- Implemented LTPD in our Referee Program using Youth in most U11 and 12 travel games
- Our Annual tournament in July – (All referee positions covered- 100%)
- Our House League playoffs in August – All games and positions covered -( Refs and AR's 100%)
- Our overall travel games / house league games /Indoor/ Exhibition – over 1200 games (99.8% coverage)
- Over 2600 spots to be filled this past season with total coverage of 99.6 percent coverage.
- Our Current indoor season has 100 percent coverage.
- All SWRSL Travel games are now assigned on E2E Ref Center
- Continued Mentor program for club
- We conducted 4 training referee sessions during the season that were all well attended
- Conducted 2 Sessions for LAWS OF THE GAME Overview course for All U13 travel players
- Year End Pizza night for the referees was hosted by club in October
- We had one referee move into Regional Program – Calin Vasile – With our club the past 3 years
- We continued to support Youth Referees from Abuse on the field.

**Moving forward 2013**

- Review list of returning referees.
- Continue Grass roots recruitment / Add more refs between ages 25 and 45. (Long Term Stability)
- Instruct 3 or 4 training sessions before the season starts for Second and 3<sup>rd</sup> year referees
- Continue to work closely with District to move our referees up the system and keep them interested
- Grow our mentor referees for our club
- Promote community Referee Learning through the district
- Continue to Promote youth from our club to do our local games ..... Develop/ Develop / Develop
- Continue to have a pulse on our House League games and the problems our referees face every game
- Continue to answer every phone call/ Email / Text within a 24 hour time frame.

Yours in Soccer

John Barrie

CYS Club Head Referee / OSA District Referee Instructor/ OSA District Referee Assessor



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**Proposed Changes to the Constitution:**

**Article 5: BOARD OF DIRECTORS** (Page 3)

A Director shall serve for a term of two years or until his or her successor is elected or appointed for a maximum of two consecutive full terms in the same position. Except for the Director on Policies and Procedures/Special Events position as it will be only a one year term.

**To:**

A Director shall serve for a term of two years or until his or her successor is elected or appointed for a maximum of three consecutive full terms in the same position.



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## **Elections**

<u>Positions to be Elected</u>	<u>Current Board</u>	<u>Board Nomination</u>	<u>Term</u>
Vice-President	Dave McGoldrick	Dave McGoldrick	2 yr
Treasurer	Vacant	Manny Rodrigues	1 yr
Secretary	Rick Davis	John Fonseca	2 yr
Director of Senior House League	Vacant		1 yr
Competitive Director	Tony Bellissimo	Tony Bellissimo (if Constitution change Is approved)	2 yr
Equipment Director	John Fonseca		2 yr
Director of Junior House League	Manny Rodrigues		2 yr

\*\* Please note: These positions may change based on approval and amendments to the constitution.



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## Financial Report

<i>Cambridge Youth Soccer Inc.</i>			
	2013 Budget	Current YTD	2014 Budget
<b>REVENUE</b>			
<b>Revenue</b>			
Registration-indoor	\$ 135,000.00	\$ 134,670.00	\$ 132,500.00
Indoor Refunds		-\$ 1,722.50	
Player Contribution to Dome	-\$ 30,000.00	-\$ 34,134.32	-\$ 35,000.00
Sponsors	\$ 40,000.00	\$ 36,550.00	\$ 41,000.00
Indoor Sponsors			
Interest income		\$ 10,892.64	
Heritage Olympic Tournament	\$ 10,000.00	\$ 4,590.00	\$ 4,000.00
Technical Income	\$ 80,000.00	\$ 88,248.25	\$ 90,000.00
Other Income		\$ 14,901.88	
Registration-outdoor	\$ 630,000.00	\$ 616,200.00	\$ 660,000.00
Player refunds-Outdoor		-\$ 4,583.00	
<b>Net Sales</b>	\$ 865,000.00	\$ 865,612.95	\$ 892,500.00
<b>TOTAL REVENUE</b>	\$ 865,000.00	\$ 865,612.95	\$ 892,500.00

May need to provide funds to the city

Increase of fees in 2014



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<b>EXPENSE</b>				
<b>Payroll Expenses</b>	<b>2013 Budget</b>	<b>Current YTD</b>	<b>2014 Budget</b>	
Wages & Salaries	\$ 205,000.00	\$ 184,316.43	\$ 235,000.00	Addition of Grassroots HL support
EI Expense	\$ 3,375.00	\$ 3,836.95	\$ 4,890.00	
CPP Expense	\$ 5,760.00	\$ 5,938.35	\$ 7,570.00	
WCB Expense	\$ 2,700.00	\$ 1,977.67	\$ 2,600.00	
<b>Total Payroll Expense</b>	<b>\$ 216,835.00</b>	<b>\$ 196,069.40</b>	<b>\$ 250,060.00</b>	
<b>SG&amp;A</b>				
Accounting & Legal	\$ 10,000.00	\$ 9,005.00	\$ 9,500.00	
Advertising & Promotions	\$ 15,000.00	\$ 11,308.10	\$ 10,000.00	
Printing	\$ 2,000.00	\$ 1,274.66	\$ 1,500.00	
Executive expenses & AGM	\$ 3,500.00	\$ 3,821.03	\$ 4,250.00	
Insurance	\$ 5,000.00	\$ 4,078.67	\$ 4,500.00	
Credit Card Fees & Bank Charges	\$ 16,000.00	\$ 18,190.83	\$ 19,000.00	
Miscellaneous	\$ 1,000.00	\$ 387.90	\$ 1,000.00	
Rent	\$ 24,000.00	\$ 21,736.08	\$ 25,000.00	City had made an error and rent will increase significantly
Repair & Maintenance	\$ 1,000.00	\$ 2,227.82	\$ 1,000.00	
Telephone	\$ 2,500.00	\$ 1,881.51	\$ 2,500.00	
Office Expense	\$ 9,000.00	\$ 10,393.17	\$ 10,000.00	
House league expense	\$ 5,000.00	\$ 2,424.35	\$ 3,000.00	
Computer equip & Softare	\$ 6,000.00	\$ 3,069.19	\$ 3,000.00	
Staff Training	\$ 600.00	\$ 1,096.74	\$ 1,000.00	
<b>Total SG&amp;A</b>	<b>\$ 100,600.00</b>	<b>\$ 90,895.05</b>	<b>\$ 95,250.00</b>	
<b>Technical Development</b>				
Technical Development	\$ 40,000.00	\$ 35,411.19	\$ 30,000.00	Does not include wages
Clinics-coaches	\$ 8,500.00	\$ 5,715.55	\$ 8,000.00	
<b>Total Technical Development</b>	<b>\$ 48,500.00</b>	<b>\$ 41,126.74</b>	<b>\$ 38,000.00</b>	
<b>Special Events</b>				
Coaches Appreciation_	\$ 12,000.00	\$ 13,535.00	\$ 13,500.00	Gift certificate
Finals days - outdoor only	\$ 23,000.00	\$ 21,909.31	\$ 21,000.00	
Competitive Dinner	\$ 9,500.00	\$ 7,058.84	\$ 7,500.00	
<b>Total Special Events</b>	<b>\$ 44,500.00</b>	<b>\$ 42,503.15</b>	<b>\$ 42,000.00</b>	



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<b>Other Operating Costs</b>	<b>2013 Budget</b>	<b>Current YTD</b>	<b>2014 Budget</b>	
Fees and dues	\$ 80,000.00	\$ 77,497.27	\$ 80,000.00	
Trophies	\$ 30,000.00	\$ 30,728.46	\$ 30,000.00	
Team photos	\$ 9,000.00	\$ 7,617.50	\$ 8,000.00	
Booking expense	\$ 45,000.00	\$ 39,509.96	\$ 42,000.00	
Competitive Team Expense	\$ 20,000.00	\$ 17,372.45	\$ 20,000.00	
Discipline - fines	\$ 1,500.00	\$ 500.00	\$ 1,500.00	
Kids Can Play	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
<b>Total Other Operating Costs</b>	\$ 195,500.00	\$ 183,225.64	\$ 191,500.00	
<b>Referee Expenses</b>				
Referee Outdoor	\$ 52,000.00	\$ 46,866.46	\$ 50,000.00	
Clinics-referees	\$ 1,500.00	\$ 2,920.00	\$ 3,000.00	
Uniforms-referees	\$ 1,500.00	\$ 3,563.07	\$ 1,500.00	
Ref Kits and course fees collected		-\$ 4,300.00		
<b>Total Referee Expenses</b>	\$ 55,000.00	\$ 49,049.53	\$ 54,500.00	
<b>Indoor Expenses</b>				
Referee-indoor	\$ 8,000.00	\$ 7,762.00	\$ 8,000.00	
Equipment Indoor	\$ 1,000.00		\$ 2,000.00	
Uniforms Indoor Teams	\$ 13,500.00	\$ 13,124.14	\$ 13,750.00	
<b>Indoor Costs</b>	\$ 22,500.00	\$ 20,886.14	\$ 23,750.00	
<b>Equipment &amp; Uniforms</b>				
Equipment-Outdoor	\$ 15,000.00	\$ 32,685.74	\$ 10,000.00	\$18000 nets to the City
Equipment - Ball Program		\$ 28,025.97	\$ 30,000.00	
<b>Total Equipment</b>	\$ 15,000.00	\$ 60,711.71	\$ 40,000.00	
Uniforms- Outdoor teams	\$ 145,000.00	\$ 133,871.22	\$ 146,000.00	Adding track suit for Comp
Extra Uniforms Reimbursed			\$ -	
Uniforms- coaches		\$ 5,715.55	\$ -	
<b>Total Uniforms</b>	\$ 145,000.00	\$ 139,586.77	\$ 146,000.00	
<b>Total Equipment &amp; Uniforms</b>	\$ 160,000.00	\$ 200,298.48	\$ 186,000.00	
<b>TOTAL EXPENSE</b>				
	\$ 843,435.00	\$ 824,054.13	\$ 881,060.00	
<b>NET INCOME</b>				
	\$ 21,565.00	\$ 41,558.82	\$ 11,440.00	



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<b>Indoor Facility</b>			
<b>Indoor Revenue</b>	<b>2013 Budget</b>	<b>Current YTD</b>	<b>2014 Budget</b>
Indoor Facility Rentals	\$ 195,000.00	\$ 199,297.47	\$ 195,000.00
CYS Teams rentals	\$ 25,000.00	\$ 20,873.76	\$ 20,000.00
Indoor Player Contribution	\$ 31,023.60	\$ 34,134.32	\$ 37,000.00
Rent from CYS Office	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
<b>Dome Income</b>	<b>\$ 263,023.60</b>	<b>\$ 266,305.55</b>	<b>\$ 264,000.00</b>
<b>Indoor Fac Expenses</b>			
Payment to City of Cambridge	\$ 51,000.00	\$ 44,495.00	\$ 45,900.00
Snow Removal	\$ 20,000.00	\$ 6,967.67	\$ 15,000.00
Utilites	\$ 60,000.00	\$ 49,391.88	\$ 50,000.00
Operating Supplies	\$ 2,000.00	\$ 4,925.34	\$ 5,000.00
Security/Insurance	\$ 3,500.00	\$ 4,027.05	\$ 4,150.00
Phone	\$ 1,500.00	\$ 1,352.71	\$ 1,500.00
Repairs & Maintenance	\$ 40,000.00	\$ 29,453.25	\$ 30,000.00
Indoor Equip and Furniture	\$ 1,000.00	\$ -	\$ 2,000.00
Wages for Indoor	\$ 92,000.00	\$ 92,392.71	\$ 95,000.00
EI, CPP & WSIB Exp	\$ 6,000.00	\$ 6,138.22	\$ 6,350.00
Bank Charges	\$ 3,000.00	\$ 2,565.75	\$ 2,750.00
Accountant Fees	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00
Property Taxes	\$ 15,000.00		\$ 15,000.00
Indoor Misc. Exp	\$ 500.00	\$ 162.73	\$ 500.00
<b>Total Fac Exp</b>	<b>\$ 297,000.00</b>	<b>\$ 243,372.31</b>	<b>\$ 275,150.00</b>
<b>Indoor Facility Revenue</b>	<b>-\$ 33,976.40</b>	<b>\$ 22,933.24</b>	<b>-\$ 11,150.00</b>
These numbers do not account for depreciation, amortization or final accountant adjustments			



# Cambridge Youth Soccer

5 Year Strategic Plan  
2013 – 2018

June 2013





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**Plan Intent:**

The Cambridge Youth Soccer 5-Year Strategic Plan was developed in June 2013, and approved by the Board of Directors to provide clarity in the CYS commitment to the City of Cambridge and our Membership to grow the Club in support of our Mission and Objectives. The Plan is broken down into key elements:

- Player Development
- Coach Development
- Referee Development
- Facilities Development
- Registration Development
- Volunteer Development
- Organizational Development

**Mission:**

Cambridge Youth Soccer Inc. (CYS) is a not-for-profit organization run by a volunteer board of Directors. Our mission is to provide organized soccer for the children of Cambridge.

**Objectives**

1. To promote and develop the game of soccer within its boundaries, and
2. To help individuals to develop their character as resourceful and responsible members of their community by providing opportunities, through the game of soccer, for their mental, physical, social and leadership development.



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The Plan was created with the input of many individuals, and approved by the Board of Directors.

**CYS Executive Board**

<b>President</b>	Elizabeth Pinho
<b>Vice President</b>	David McGoldrick
<b>Secretary</b>	Richard Davis
<b>Treasurer</b>	Elizabeth Pinho

**CYS Board**

<b>Equipment</b>	John Fonseca
<b>Competitive</b>	Tony Belissimo
<b>Senior House League</b>	Joseph Ingram
<b>Junior House League</b>	Manny Rodrigues
<b>Indoor/Tournament</b>	Peter Stachowiak

**CYS Participants**

<b>CYS General Manager</b>	Derek Bridgman
<b>Technical Director</b>	Darren Tilley
<b>Head Referee</b>	John Barrie



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### **Player Development**

With limited fields available in the Cambridge city limits, over the last 5 years Cambridge Youth Soccer has grown to our maximum capacity, especially in the older age groups. In order to develop players and ensure balance of teams in House League statistics from previous years are used to divide strong players and to expose all players to new teammates.

CYS is committed to work to develop our programs to be in line with the CSA's Long Term Player Development (LTPD) framework.

In 2013 we are currently offering approximately 6 practises for our 7 to 9 year olds run by the club. We hope to extend this to more age groups over the next few years.

In regards to Competitive players, we will continue to review to see if we are able to put teams into the new Ontario Player Development League (OPDL) to see if we wish to participate as of 2015.

### **Coach Development**

In House League we have been offering introductory training sessions for coaches at the beginning of the season, and we are also sending out information emails to all coaches on a bi-weekly basis.

We are investigating offering monthly coaching sessions or meetings for coaches to have some guidance on running practises and managing the team during games. We also want to provide more support to the U6 teams and coaches that are transitioning to the changes at U7. This undertaking will require more technical staff before we can implement.

At the Competitive level, coaches are offered support to be prepared for the Pre B coaching course. Staff coaches are available for performing practise sessions for coaches, and we are providing a winter development course.

**Our goal** is to increase the number of coaches taking and passing the Pre B course annually. We had 5 in 2013 and **our goal** is to have 10 in 2014, and 15 in 2015.



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### **Referee Development**

Cambridge Youth Soccer has come a long way in this area over the last few years with respect to referee development and retention. We continue to provide Referee courses annually and classes are full.

**Our goal** is for all U13 Rep players (and older) to take the referee course. We feel this will give them a better understanding of the game, improved respect for referees and will build our referee pool. Ideally we would have the course for all U13 players for 2014 season.

We are also looking to expose more players (and families) to the 'Laws of the Game' course.

**Our goal** is to have 98% of all games covered and to give newer referee opportunities to work with experienced referees by doing the lines. Our aim is to have a yearly 80% retention rate of referees.

### **Facilities Development**

Cambridge Youth Soccer has developed a great relationship with the City of Cambridge over the years and we will continue to work with the City to develop soccer fields and facilities for our membership.

**Our goal** over the next few years is to reduce our dependence on schools by 50%. We would also like to adjust field sizes to be LTPD compliant and have 50% of the fields changed to the correct size by 2016.

**Our goal** is to work with the City of Cambridge to find and develop an independent location for natural and turf fields that CYS can manage in the same manner that we are managing the Dome.

### **Registration Development**

With declining enrolment in the older age groups, CYS has combined the U15 to U18 age groups about 5 years ago. Although this is not ideal, CYS is committed to ensuring all divisions have a minimum of 6 teams. We do ensure that teams have equity of all age levels in each team.

**Our goal** is that by 2014 we will have 5 fields that comply with LTPD for 9 versus 9 players; namely DeCaro Park, St Benedict's field 2, Chaplin Park, Sim Court and Riverside 3. This will help us have additional players in the U11 and U12 divisions for 2014.

Currently our Indoor House League uses the Dome Saturdays from 9am to 2pm, Mondays to Thursdays from 6pm to 9pm and Fridays from 6pm to 7pm. The Dome is available Sundays from 11am to 1pm. We will be evaluating opportunities for the expansion of our House League program into Sundays and earlier starts on Saturdays.

Beginning in 2014, our annual Heritage Tournament will only be available to teams U13 and older, and we will be considering offering the 'Festival' format Day of play to teams U12 and under.



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### **Volunteer Development**

In 2011 CYS implemented providing House League volunteer coaches with a \$50 gift certificate for family member registration the following outdoor season. This strategy has made finding coaches a much easier task and significantly improved our retention rate, which we feel results in improved coaches and player development.

In 2014 we will be looking to work with our uniform supplier to provide some type of gift card for our Competitive coaches.

We recognize the huge commitment and contributions that our coaches and other volunteers make and know that we could not offer our programs without them.

**Our goal** is to improve our base of volunteers, and recognize them for their contribution to CYS and our community.

### **Organizational Development**

With the growth at CYS and a goal of providing more programs and support to our membership, we recognize the need for a full-time House League Head Coach. We are currently working with our Technical committee to create a job description to move forward for the 2014 seasons.

Costs to operate the club are managed through Club fiscal planning and execution; to maximize our membership satisfaction, club sponsorship is a key item to limit membership fees. CYS has historically received great financial support from the Cambridge community for both house league and competitive teams.

**Our goal** is to have a part-time employee working to increase the focus on sponsorship, resulting in increased community support.

In 2013 we will also be reviewing our revenues including registration fees and user fees to ensure we have the resources to increase staffing and provide more programs.

The Ontario Soccer Association award Club Excellence on a yearly basis, and CYS has been a Silver level award winning club for 2 years, most recently for 2013. **Our goal** is the achieve OSA Gold level status by 2016.