



# Club Development Guide Book

## Guidelines and Templates for Clubs and Academies

March, 27<sup>th</sup> 2017

Play. Inspire. Unite.

## Disclaimer

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This booklet is divided into four sections:

**1. Templates**

- **Codes of Conduct**
- **Policies**
- **Forms**
- **Guidelines/ Plans/ Strategies**

**2. Model Club By-Law or Club Constitution**

**3. Human Resources**

**4. Technical**

**5. Soccer Strategy Framework (Separate Document)**

Keep in mind that each template is yours to adopt.

If your club already has a similar Policy then we ask that you include a copy of the current policy with your Club Excellence Application.

If your club chooses to adopt any templates contained in this pack then please include within your application a copy of the Committee Minutes that record when and by whom the template was adopted.

The Soccer Strategy Framework is a way of gathering your Club's ideas and structuring them in a user friendly way for any member of your club to use. The Guidance Notes will help you complete the Framework but you are advised to appoint a small working group to gather feedback from Club Members about:

- The direction the Club is to head in
- The goals that your club wants to achieve
- And by when these goals should be achieved

Once these goals have been identified (and keep in mind they should address your Club Vision and Strategic Framework) you can begin to complete the Soccer Strategy Framework.



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## Soccer Club Code of Conduct for Players

### Obligations toward the Game

A player should:

1. Make every effort to develop their own sporting ability, in terms of skill, technique, tactics and stamina.
2. Give maximum effort and strive for the best possible performance during a game, even if the team is in a position where the desired result has already been achieved.
3. Set a positive example for others, particularly young players and supporters.
4. Avoid all forms of gamesmanship and time-wasting.
5. Always have regard to the best interests of the game, including where publicly expressing an opinion on the game and any particular aspect of it, including others involved in the game.
6. Not use inappropriate language.

### Obligations towards the Team

A player should:

1. Make every effort consistent with Fair Play and the Laws of the Game to help the team win.
2. Resist any influence that might, or might be seen to, bring into question commitment to the team winning.

### Respect for the Laws of the Game and Competition Rules

A player should:

1. Know and abide by the Laws, rules and spirit of the game, and the competition rules.
2. Accept success and failure, victory and defeat, equally.
3. Resist any temptation to take banned substances or use banned techniques.

### Respect towards Opponents

A player should:

1. Treat opponents with due respect at all times, irrespective of the result of the game.
2. Safeguard the physical fitness of opponents, avoid violence and rough play, and help injured opponents.

### Respect towards the Referees

A player should:

1. Accept the decision of the Referee without protest.
2. Avoid words or actions that may mislead a Referee.
3. Show due respect towards Referee.



## **Respect towards Team Officials**

A player should:

1. Abide by the instructions of their Coach and Team Officials, provided they do not contradict the spirit of this Code.
2. Show due respect towards the Team Officials of the opposition.

## **Obligations towards the Supporters**

A player should:

1. Show due respect to the interests of supporters.



## Codes of Conduct—Coach/ Manager

\_\_\_\_\_ Soccer Club Code of Conduct for Coaches/Managers.

Set out below is Ontario Soccer's Code of Conduct.

A Coach/manager must:

1. Be committed to improve the performance of the players and the team physically and mentally.
2. Provide a high quality soccer program for players with a positive environment/atmosphere.
3. Be thoroughly acquainted with FIFA Laws of the Game and they must keep attuned to the sound principles of coaching.
4. Respect all human beings i.e. players and referees. Opponents and referees must be treated with respect.
5. Encourage players to win within the laws of the game.
6. Be enthusiastic and positive. They must ensure that they are generous with praise when deserved.
7. Maintain the high standards of personal conduct and fair play.
8. Never be involved in any circumstances that are offensive or suggest sexual connotations. The club will ensure that Coaches and Manager are made aware of and agree to adhere to the Code of Conduct for Coaches and Managers. 10





## Parents/Carers/Guardians/ Spectators Code of Conduct

\_\_\_\_\_ Soccer Club Code of Conduct for Parents/Carers/Guardians/Spectators.

Parent's/carers/guardians/spectator's expectations and attitudes have a significant bearing on a child's attitude towards:

- Other Players
- Referees
- Managers
- Spectators

This club will ensure that parents/carers/guardians/spectators within the club are always positive and encouraging towards all of the players—not just their own—and will encourage parents/carers/guardians/spectators to:

- Applaud the opposition as well as their own team
- Avoid coaching the child during the game
- Not to shout and scream
- Respect the referee's decisions
- Give attention to each of the children involved in soccer not just the most talented
- Give encouragement to everyone to participate in soccer

The club will ensure that parents/carers/guardians/spectators agree and adhere to the Code of Conduct and Ontario Soccer's Screening Handbook.



## Codes of Conduct—Match Officials

\_\_\_\_\_ Soccer Club Code of Conduct for Match Officials.

Match Officials having certain privileges through and by The Association, with respect to the game, shall realize and respect their responsibilities and duties to The Association and the game. The Association endorses The Canadian Soccer Association's "Code of Ethics" for Match Officials. Specifically Match Officials shall:

- Conduct themselves with dignity both on and off the field of play and shall, by example, endeavor to inspire the true principles of fair play and earn the respect of those whom they serve;
- Not cause The Association to become involved in any controversial matters and shall abide by the rules and regulations of the jurisdiction in which they officiate;
- Adhere to all standards and directives;
- Always be neat in appearance and maintain a high level of physical and mental fitness;
- Study the Laws of the game and be aware of all changes, and shall enforce all said Laws and changes;
- Perform their designated responsibilities, including attending organized clinics and lectures, etc., and shall assist their colleagues in upgrading and improving their standards of officiating, instructing and assessing;
- Honour any appointments made for and accepted by them unless unable to do so by virtue of illness or personal emergency;
- Not publicly criticize other referees or any soccer association nor shall they make any statements to the media related to any game in which they were involved;
- Be subject to disciplinary action for not complying with this Code of Conduct.



## RISK MANAGEMENT PLAN

A Club's Risk Management Plan should include a minimum of the following items –

- Article of Incorporation
- Financial Reporting Process
- Liability insurance for Directors and Officers
- Precise and detailed job descriptions
- Orientation for board members, staff and volunteers
- Volunteer screening process
- Monitoring and measuring staff and volunteer performance
- Clearly written policies
- Strategic and long-range planning
- Insurance coverage for specific events
- Published organizational chart
- Published by-laws and constitution
- Code of Conduct for all positions within the club
- Staff contract/ Employee agreement
- Emergency procedures
- Technology management
- Equipment management
- Facility management

Also a risk management plan can include the following –

- An established risk management committee
- An annual review of the risk management plan



## Club Equity Policy

Before adopting this policy you are advised to read the foot note on the subsequent page.

\_\_\_\_\_ Soccer Club Equality Policy.

The aim of this policy is to ensure that everyone is treated fairly and with respect and that

\_\_\_\_\_ Soccer Club is equally accessible to all.

\_\_\_\_\_ Soccer Club is responsible for setting standards and values to apply throughout the Club at every level. Soccer belongs to and should be enjoyed by, anyone who wants to participate in it. Our commitment is to confront and eliminate discrimination whether by reason of gender, sexual orientation, marital status, race, nationality, ethnic origin, colour, religion or belief, ability or disability and to encourage equal opportunities. This policy is fully supported by the Club Officers who are responsible for the implementation of this policy.

\_\_\_\_\_ Soccer Club, in all its activities will not discriminate, or in any way treat anyone less favourably, on grounds of gender, sexual orientation, marital status, race, nationality, ethnic origin, colour, religion or belief, ability or disability. It means that \_\_\_\_\_ Soccer Club will ensure that it treats people fairly and with respect and that it will provide access and opportunities for all members of the community to take part in, and enjoy, its activities.

\_\_\_\_\_ Soccer Club will not tolerate harassment, bullying, abuse or victimization of an individual, which for the purposes of this policy and the actions and sanction applicable is regarded as discrimination. This includes sexual or racially based harassment or other discriminatory behaviour, whether physical or verbal.

\_\_\_\_\_ Soccer Club is committed to a policy of equal treatment of all members and requires all members to abide and adhere to these policies and the requirements of the Declaration of Expectations for Fairness in Sport (the London Declaration) 2001, Canadian Human Rights Act 1985 and Employment Equity Act 1995 as well as any amendments to these acts and any new legislation.



*As the provincial governing body of the game, Ontario Soccer is responsible for setting standards and values to apply throughout the game at every level. Soccer belongs to, and should be enjoyed by, anyone who wants to participate in it. The Ontario Soccer's commitment is to eliminate discrimination whether by reason of gender, sexual orientation, marital status, race, nationality, ethnic origin, colour, religion or belief, ability or disability.*

*Ontario Soccer is also committed to promoting equality by treating people fairly and with respect, by recognising that inequalities may exist, by taking steps to address them and by providing access and opportunities for all members of the community. The following policy should be at the heart of your club's activities.*

*Ontario Soccer fully supports the role of Coaches of Canada and in particular the document 'Coaching Code of Ethics—Principles and Ethical Standards'. Those adopting the template Club Equality Policy are advised to also read the aforementioned document as it gives further weight to the issues and importance of Equality and Ethics in a sports setting.*



## Anti-Doping Policy

Ontario Soccer encourages Clubs and Academies to use the Anti-Doping information found on the Ontario Soccer website and use the policy template provided below. 15

Canadian Centre for Ethics in Sport (CCES) Educational Resources Anti-Doping and Values-Based Sport Information:

- CCES website: [www.cces.ca](http://www.cces.ca)
- True Sport website: [www.truesport.ca](http://www.truesport.ca)
- CCES E-Learning: contact the CCES for additional information
- CCES Advisory Notes and Media Releases: [www.cces.ca/subscribe](http://www.cces.ca/subscribe)

Substance Information:

- Global DRO: [www.globaldro.com](http://www.globaldro.com)
- Contacting the CCES: 1-800-672-7775 or [substances@cces.ca](mailto:substances@cces.ca)

Therapeutic Use Exemptions (TUEs):

- CCES Medical Exemption Wizard: [www.cces.ca/mewizard](http://www.cces.ca/mewizard)
- Contacting the CCES: 1-800-672-7775 or [tue-aut@cces.ca](mailto:tue-aut@cces.ca)

Report Doping:

- Report Doping Hotline: 1-800-710-CCES or [www.cces.ca/reportdoping](http://www.cces.ca/reportdoping)

Note: Various printed resources are available. Contact the CCES for more information ([education@cces.ca](mailto:education@cces.ca) or 1-800-672-7775).



\_\_\_\_\_ Soccer Club is a strong supporter of making sport safe for our youth.

\_\_\_\_\_ Soccer Club supports the following program to help ensure the safety and enjoyment of soccer for all.

## Policy

Any coach, parent, grandparent or guardian judged by the Discipline Board to be guilty of abusive conduct toward a referee during a Club's House League game will be reprimanded in writing. A second conviction, during the same season will result in the member being restricted from all services rendered by the Club including attendance at all soccer activities within the Club. In extreme cases, as determined by the Discipline Board, a member may be reinstated subject to a review hearing.

## Policy Procedures

When a referee feels that they are being abused, as per the scope of this policy, by either a coach or supporter, the referee is allowed to suspend the playing of the game. If the abuse is physical, the game official is advised to inform the coaches that the game has been abandoned and then proceed with step 4.1.

The Referee will then verbally advise both coaches that the game has been stopped due to the abuse and inform both coaches as to the source of the abuse. If the source is one of the coaches, the referee will advise the coach that the next occurrence of a similar nature will result in an abandonment of the game and that a report to the Club's Discipline Board will be sent in for review. If the source is a supporter, the appropriate coach will provide the referee with the name of the supporter and the coach must advise the fan that the next occurrence of a similar nature will result in abandonment of the game. A report to the Club's Discipline Board will be sent in for review. If the supporter is not associated with either team, both coaches are asked to speak to the supporter and ask the individual to leave.

Once the prescribed action has been completed, the game will restart with a dropped ball between the two teams at the location where the play was stopped. If the abuse continues, the referee will be allowed to stop any further playing of the game and advise the coaches that the game has been



abandoned and that a Special Incident Report will be forwarded to the Club's Discipline Board. The official must clearly indicate on the game sheet that the game was abandoned due to abuse and if abandoned:

4.1 The game official must contact either their Referee Coordinator or a member of the Executive to verbally report the incident within 24 hours.

4.2 A Special Incident Report, with the assistance of the Referee Coordinator or a member of the Executive, if required, must then be forwarded to the Club within 72 hours.

4.3 The Club's Discipline Board will then review and deal with the report as per their guidelines.

4.4 If the game was abandoned due to the conduct of a fan not associated with either team, the Executive will determine the status of the game.

**Note:**

In the case where the alleged abuse is of a physical nature the referee should contact the local police service and file a complaint.





## Complaints Procedure

\_\_\_\_\_ Soccer Club Complaints Procedure.

In the event that any member feels that he or she has suffered discrimination in any way or that the Club Policies, Rules or Code of Conduct have been broken they should follow the procedures below:

1. They should report the matter to the Club Administrator or in the absence of a Club Administrator then the Club President. If this is not practical then any complainant is directed towards Ontario Soccer's Policy 7.0 (Complaint Procedure) under Section 13 (Harassment) of Ontario Soccer Published Rules. Further guidance is available online ([www.ontariosoccer.net/rules](http://www.ontariosoccer.net/rules)) to assist in dealing with Club Complaints including:

- Provincial Harassment Officers
- District Harassment Officers
- Case Review Panels
- Child Social Services

2. Put their complaint in writing using the Complaint Intake Form

3. The Club Management Committee will sit for any hearings that are requested.

4. The Club Management Committee will have the power to:

- Warn as to future conduct
- Suspend from membership
- Remove from membership any person found to have broken the Club's Policies or Codes of Conduct.



## Volunteer Screening Process

The \_\_\_\_\_ Soccer Club supports the initiative of Ontario Soccer and adopts its policy and procedures for Volunteer Screening.

Educating participants, coaches, managers, leaders, and volunteers about abuse and harassment is very important. The \_\_\_\_\_ Soccer Club recognizes that the organization has a responsibility to appropriately screen any person who will have access to vulnerable people. This responsibility is both moral and legal; it is not only the “right” thing to do but it is legislated under the “Duty of Care” concept.

“Duty of Care” is a legal principle that identifies the obligations of individuals and organizations to take reasonable measures to care for and protect their clients. It is important to understand that Canadian courts will uphold organizations’ responsibilities to screen carefully. This is part of their “Duty to Care.”

### Note:

Ontario Soccer’s Screening Handbook has Position Descriptions and Application Forms identical to those provided in this booklet. The Handbook also provides valuable advice on Interview procedures, Reference Checks, Police Checks and Training. The Club Harassment or Welfare Officer should download a copy of this document from [www.ontariosoccer.net](http://www.ontariosoccer.net)



## OATH OF CONFIDENTIALITY

This agreement made this day of (Day) (Month) (Year)

Between: \_\_\_\_\_ Soccer Club and  
(Name) \_\_\_\_\_

I understand that all information directly or indirectly received through my involvement with the \_\_\_\_\_ Soccer Club, is to be kept strictly private and confidential. This would include all business related to the Club (i.e., financial information, personnel issues relating to staff and other volunteers, and participant/family information).

A break in this oath of confidentiality may result in my being asked to leave my position with the Club.

I have read and understand all of the above.

Date \_\_\_\_\_

Name \_\_\_\_\_

Date \_\_\_\_\_

Name \_\_\_\_\_



Directors and the Executive Committee members of \_\_\_\_\_ Soccer Club are bound to act honestly, in good faith and in the best interest of \_\_\_\_\_ Soccer Club, its members, partners and supporters. Consistent with such standards of conduct, conflicts of interest and the appearance of conflicts of interest are to be avoided where possible and acted upon openly and appropriately when encountered.

The basis for a Conflict of Interest Policy is to provide for the “unconditional loyalty” of Directors and the Executive Committee, which is to keep \_\_\_\_\_ Soccer Club and its members best interests first in their decision-making. This includes any situation in which

Directors and the Executive Committee have a private or personal interest sufficient to appear to influence the objective exercise of his/her official duties.

Decision-Making Process when Conflict of Interest is Present when a potential conflict of interest is relevant to a decision being considered by the Directors and the Executive Committee, the following process shall occur:

1. The interested party shall call it to the attention of the Board
2. Such person shall not be allowed to vote on the matter
3. In some cases the President can request and have a majority vote by the Board to determine if such person should leave the room and shall not participate in the final deliberation. However, prior to their exiting, questions may be asked of her/him
4. A contract or transaction shall be considered binding if the interest is disclosed and the Board approves, authorizes or ratifies the action in good faith by a majority of directors (not counting the interested board member) at a meeting where a quorum is present.

After this action, the official Minutes shall reflect that these requirements have been met.

**The Directors are subject to the Conflict of Interest Policy in Ontario Soccer’s published rules and are referred to this document. Club Constitutions are also required to state this rule.**  
**Conflict of Interest Policy.**



\_\_\_\_\_ Soccer Club is committed to controlling the collection, use and disclosure of the personal information provided by our members.

“Personal information” is personally identifiable information such as your name, residential address and e-mail address. Personal information is collected by our soccer club only when you specifically and knowingly choose to provide it, as when you register with our Member Clubs and Leagues. Publicly available information, such as public directory listing of your name, address, telephone and electronic address is not considered personal information.

Personal information is used for registration purposes with Ontario Soccer, CSA and Leagues in which you or your child participate or to communicate with you should the need arise. **No other sharing of this information is permitted.**

Unless you specifically authorize us to release your personal information, or release is required or permitted by law, \_\_\_\_\_ Soccer Club will not sell, lease or trade your personal information to other third parties.

Ontario Soccer is committed to protecting your privacy. Access to Ontario Soccer’s registration database A.I.M.S. for the purpose of registration will be granted to Member Clubs and Leagues on completion of the following:

1. Training in the use of the database system by the clubs District Administrator or an individual designated by the District Board of Directors.
2. Signing of a Privacy Agreement as stated below:

*As an authorized and approved user of Ontario Soccer’s registration database, A.I.M.S. I agree to the following Privacy Agreement:*

3. Agree not to use the confidential information in any way except for the purposes set out in this policy.
4. Agree to use best efforts to prevent and protect confidential information, or any part of, from disclosure to any person other than a Director, Volunteer, Employee of the District, the District Club / League Members, Ontario Soccer and/or CSA having a need for disclosure.



5. Agree to take all steps reasonable necessary to protect the secrecy of the Confidential Information, and to prevent the Confidential Information from falling into the public domain or into the possession of an unauthorized person.

The obligations of this agreement shall be continuing until the Confidential Information disclosed is no longer confidential. Failure to comply with this Policy will result in withdrawal of access to Ontario Soccer's registration database, A.I.M.S. If there has been an egregious misuse of the database, further sanctions may apply at the discretion of the District or Ontario Soccer.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Printed: \_\_\_\_\_



Clubs are encouraged to provide a clear and descriptive Travel Team Policy. This will help new parents to the program understand the clubs expectation of their child. This manual should include reference to:

- Club Ethos/ Philosophy
- Registration procedures (including temporary Player Registration and Trial Permits, International Transfers)
- Appointment of Travel Team Coaches
- Team Staff (Job Descriptions)
- Team Tryouts
- Playing Up Policy
- Parent & Coach Meetings
- Dress Code
- Relevant Club Policies
- Estimated Costs
- Fund Raising
- Team Account Management
- Insurance
- Participation in Tournaments
- Codes of Conduct for Players, Coach, Referee, Spectator
- Conclusion of Season
- Playing Time
- Training and Home Game Locations
- Reporting of Game related Discipline

There are many good examples available on club websites across the Province. Clubs are encouraged to review their existing Policy and to add/ edit where they see fit. A Club should keep in mind that this list is not exhaustive and is purely there as a guideline.



## Reginal Team and Club Schedule Policy

In the event a player is in the Regional Team Program and experiences a scheduling conflict with his/her club Club's program, the following policy applies. Please note that Ontario Soccer has not schedule competitions of training on any of Canada's major holiday weekends and during the month of May.

1. Officially Schedule Training Camps and Identification Camps take precedent over all other Competitions and Training, followed by;
2. The Ontario Cup Schedule takes precedent over all other competitions and training followed by;
3. League schedule and League Cup schedule takes precedent over all other competitions, followed by;
4. Regional Teams training, followed by;
5. Other competitions including Tournaments and Club training

**Note:** At team is eligible to reschedule its fixture if three or more players have been called for Regional Team duty. The Regional Team Schedules and Ontario Cup Schedules are posted on Ontario Soccer's website.





## COMMITMENT

We recognize that there is ample research demonstrating the health hazards caused by the use of tobacco products, including smoking, smokeless tobacco and breathing second-hand smoke, and understand our responsibility to the participants of our program to model and promote tobacco-free lifestyles.

We stress to leaders, teachers, coaches, officials, parents, spectators and all others involved, the importance of maintaining a tobacco-free environment while working with young people.

## POLICY

All games, activities, tournaments, competitions, sponsored events, and other performances sanctioned by our organization will be tobacco-free. Tobacco free means no smoking, snuffing, dipping or chewing tobacco by players/participants, coaches/leaders, parents, spectators and officials. We will promote the tobacco-free policy at all our activities by:

- Having coaches/leaders explain the policy to players/members and ask them to explain the policy to their parents and others who may come to their game/activity/performance.
- Including the policy in the first schedules/notices about the sport or recreation group so all new and returning participants, their parents/guardians, coaches/leaders and officials/managers know about the policy from the start.
- Making the policy visible throughout the year/season using various messages, including logos on uniforms, banners at events and encouraging coaches and older players/members to promote active, healthy, and tobacco free lifestyles.

We will reinforce the tobacco-free policy at all our activities by:

- Encouraging all coaches/leaders, players/members and parents to respectfully remind someone using tobacco about the tobacco-free policy – being able to point to a tobacco-free logo on a uniform or banner makes this easier.

- Consistently applying consequences with people who repeatedly break the policy – repeated violations by players/members or their parent/guardian may result in a verbal and written warning from the coach/leader, or the association executive in the case of a repeat coach/leader violation. Following a written warning the individual violating the policy again may be asked to leave the activity or game.



## Healthy Snack Policy

In light of the fact that obesity and nutrition-related diseases are on the rise in North America, the \_\_\_\_\_ Soccer Club feel that promotion and modeling of healthy eating habits and balanced lifestyles to members of our Club can play a crucial part in this issue. Whether as Players, Team Officials, Match Officials or as Supporters we all have a part to play. With the support of Ontario Soccer's Club Excellence program, we are committed to helping improve the well-being of our community and in doing so have implemented a **Healthy Snack Policy** since \_\_\_\_\_ (Date).

A Healthy Snack Policy empowers participants to nourish their bodies appropriately and limit ingredients that will impede performance or wellness. Children learn about healthy eating at school and need a supportive environment, both at home and in the community, to help put those lessons into action. \_\_\_\_\_ Soccer Club will help make this happen.

Community sports also provide adults with an opportunity to become role models for healthy eating. As such, the expectation is that half-time snacks, pre-game meals and post-game meals are to be healthy. Healthy foods and beverages are those that fall within Canada's Food Guide and align with the web links below. \_\_\_\_\_ Soccer Club Healthy Snack.

Policy is maintained regardless of:

- Playing level (Competitive or Recreational)
- Location (Home or Away) or
- Purpose (Match, Training).

For further information on providing proper nutrition and maintain a balanced lifestyle, please check the links on our website.



## Social Media Policy

### The \_\_\_\_\_ Soccer Club Social Media Policy & Guidelines.

This policy governs the publication of and commentary on social media by volunteers, employees and Members of The \_\_\_\_\_ Soccer Club. For the purposes of this policy, social media means any facility for online publication and commentary, including without limitation blogs, wiki's, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, and YouTube. This policy is in addition to and complements any existing or future policies regarding the use of technology, computers, e-mail and the internet.

Club volunteers, employees and Members are free to publish or comment via social media in accordance with this policy. Club employees are subject to this policy to the extent they identify themselves as an employee of the club (other than as an incidental mention of place of employment in a personal blog on topics unrelated to the Club).

Publication and commentary on social media carries similar obligations to any other kind of publication or commentary.

All uses of social media must follow the same ethical standards that the Club must otherwise follow.

### Don't Tell Secrets

It's perfectly acceptable to talk about your work and have a dialog with the community, but it's not okay to publish confidential information. Confidential information includes things such as unpublished details about our financial information, upcoming projects, membership, research, and trade secrets.

### Protect your own privacy

Privacy settings on social media platforms should be set to allow anyone to see profile information similar to what would be on the club website. Other privacy settings that might allow others to post information or see information that is personal should be set to limit access. Be mindful of posting information that you would not want the public to see.

### Be Honest

Do not blog anonymously, using pseudonyms or false screen names. We believe in transparency and honesty. Use your real name, be clear who you are. Nothing gains you notice in social media more than honesty - or – better to remove it immediately to lessen the possibility of a legal action.



### **Dishonesty**

Do not say anything that is dishonest, untrue, or misleading. If you have a vested interest in something you are discussing, point it out. But also be smart about protecting yourself and your privacy. What you publish will be around for a long time, so consider the content carefully and also be cautious about disclosing personal details.

### **Respect copyright laws**

It is critical that you show proper respect for the laws governing copyright and fair use or fair dealing of copyrighted material owned by others; including the Clubs own copyrights and brands. You should never quote more than short excerpts of someone else's work, and always attribute such work to the original author/source. It is good general practice to link to others' work rather than reproduce it.

### **Respect your audience, the Club, and your colleagues**

The public in general, and the Club employees, volunteers and members, reflect a diverse set of customs, values and points of view. Don't say anything contradictory or in conflict with our website. Don't be afraid to be yourself, but do so respectfully. This includes not only the obvious (no ethnic slurs, offensive comments, defamatory comments, personal insults, obscenity, etc.) but also proper consideration of privacy and of topics that may be considered objectionable or inflammatory - such as politics and religion. Use your best judgment and be sure to make it clear that the views and opinions expressed are yours alone and do not represent the official views of the Club.

### **Protect our customers, business partners and suppliers**

Members and partners should not be cited or obviously referenced without their approval. Never identify a member and partner by name without permission and never discuss confidential details of a customer engagement. It is acceptable to discuss general details about kinds of projects and to use non-identifying pseudonyms for a customer (e.g., Customer 123) so long as the information provided does not violate any non-disclosure agreements that may be in place with the member or make it easy for someone to identify the member. Your blog is not the place to "conduct business" with a member or partner.

### **Controversial Issues**

If you see misrepresentations made about the Club in the media, you may point that out. Always do so with respect and with the facts. If you speak about others, make sure what you say is factual and



that it does not disparage that party. Avoid arguments. Brawls may earn traffic, but nobody wins in the end. Don't try to settle scores or goad competitors or others into inflammatory debates. Make sure what you are saying is factually correct.

### **Be the first to respond to your own mistakes**

If you make an error, be up front about your mistake and correct it quickly. If you choose to modify an earlier post, make it clear that you have done so. If someone accuses you of posting something improper (such as their copyrighted material or a defamatory comment about them), deal with it quickly.

### **Think About Consequences**

For example, consider what might happen if a Club Member is in a meeting with a member or partner, and someone on the customer's side pulls out a print-out of your blog and says "This person at the Club says that member sucks." Saying "Project X needs to have an easier learning curve for the first-time user" is fine; saying "Project X sucks" is risky, unsubtle and amateurish. Once again, it's all about judgment: using your blog to trash or embarrass the Club, our customers, or your co-workers, is dangerous and ill-advised.

### **Disclaimers**

Many social media users include a prominent disclaimer saying who they work for, but that they're not speaking officially. This is good practice and is encouraged, but don't count on it to avoid trouble - it may not have much legal effect. Wherever practical, you must use a disclaimer that states while you work or volunteer for the Club, anything you publish is your personal opinion, and not necessarily the opinions of the Club.

### **Don't forget your day job.**

Make sure that blogging does not interfere with your job or commitments to members.

### **Social Media Tips**

The following tips are not mandatory, but will contribute to successful use of social media.

The best way to be interesting, stay out of trouble, and have fun is to write about what you know.

There is a good chance of being embarrassed by a real expert, or of being boring if you write about topics you are not knowledgeable about. Quality matters. Use a spell-checker. If you're not design-oriented, ask someone who is whether your blog looks decent, and take their advice on how to improve it. The speed of being able to publish your thoughts is both a great feature and a great



downfall of social media. The time to edit or reflect must be self-imposed. If in doubt over a post, or if something does not feel right, either let it sit and look at it again before publishing it, or ask someone else to look at it first.

**Enforcement**

Policy violations will be subject to the \_\_\_\_\_ Soccer Club's disciplinary action, up to and including termination for cause.



## Marketing Plan

Step 1 - Create an executive summary. This is a high-level summary of the marketing plan as a whole, and a paradox on paper: this is the last section that you should write, but the first section that should be in the finished report.

Step 2 – Create a brief description of the services and/or products that your organisation offers. It is important to include organization goals in this description.

Step 3 – Describe organization analysis of objectives, strengths, weaknesses, and outreach. Also, describe the stakeholder analysis which includes current partners, sponsors and demographics. Describe the technological and cultural environments of the organization and finally, include a SWAT analysis.

Step 4 – Know the market. Understand what the audience wants and needs and how they can use your services and/or products.

Step 5 – Create a marketing strategy. Know your product, pricing, promotional needs, schedule, budget and projected outcomes

Step 6 – Create a report after the marketing plan is complete which can include a summary of the final costs, impact analysis and goals for the future.



## Proxy Form

Appointment of Proxy Holder for \_\_\_\_\_ Annual Meeting of Voting Members of the  
\_\_\_\_\_ Soccer Club.

(Date)

(Location with address)

As a member the \_\_\_\_\_ Soccer Club, you are entitled to vote at the Annual Meeting of Voting Members. If you will not be attending the Meeting and still wish to vote, you must designate a proxy holder who will exercise your vote for you. You may either give the proxy holder specific instructions about how to vote, or simply designate a proxy holder who will then vote whatever way he or she thinks appropriate.

Please complete the enclosed proxy form. Be sure to sign the form and print your membership number. If the form is not signed or the Inspector of Elections cannot determine your membership number, your proxy will not be counted.

Proxies intended for members of the Board of Directors may be sent to:

Mail:

Inspector of Elections

Any Soccer Club

Any Town, Ontario

Faxed forms are acceptable.

Fax Number: xxx-xxxx

\_\_\_\_\_ must receive your proxy by close of business Day, Month Date, Year.

This form may also be downloaded from the Members Only section of the XXX website.





**XXXX PROXY****1. PROXY GIVER**

Print your name: \_\_\_\_\_ Member #: \_\_\_\_\_

**2. MY CHOICE OF PROXY HOLDER**

My proxy holder shall be (please check ONLY ONE box):

\_\_\_\_\_ (write in the name if not one of the individuals below)

- NAME 1
- NAME 2
- NAME 3

**3. MY INSTRUCTIONS FOR ELECTION OF CANDIDATES****A. With regard to the election of candidates, my proxy holder is instructed to vote:**

- For the following candidates only, exactly as indicated, or
- For the following candidates as indicated and for additional candidates of his/her choosing.

***Note: If neither of the boxes above is checked, the proxy holder has full discretion to vote for the candidates of his/her choosing.***

**B. For election to the office of director for a two-year term (choose up to three candidates):**

- NAME 1
- NAME 2
- NAME 3
- NAME 4
- NAME 5

**For election to the office of director for a one-year term (choose one candidate):**

- NAME 1
- NAME 2

**4. MY INSTRUCTIONS FOR THE PROPOSED BYLAW CHANGES****Proposed Bylaw Changes:****A. Section one: Items 1-10**

FOR

AGAINST



**B. Section two: Items 11-17**

FOR  
AGAINST

5. \_\_\_\_\_  
SIGN HERE

\_\_\_\_\_  
Date



## Medical Consent Form

\_\_\_\_\_ Soccer Club Medical Consent Form

Status (Please Circle): Mr. Mrs. Ms. Other

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Relationship to Player: \_\_\_\_\_ (Parent/ Guardian)

Emergency Telephone No: \_\_\_\_\_

Cell No: \_\_\_\_\_

E-mail: \_\_\_\_\_

In the event that the above named person cannot be reached, please give two extra emergency contact names and numbers.

Name: \_\_\_\_\_

Emergency Contact No: \_\_\_\_\_

Name: \_\_\_\_\_

Emergency Contact No: \_\_\_\_\_

### Parental/ Guardian Consent

In the event that my son/ daughter is injured whilst playing soccer/ travelling to and from soccer events and I cannot be contacted on the above number, I hereby give my consent for my child to receive medical attention.

Signed: \_\_\_\_\_

Print: \_\_\_\_\_

Date: \_\_\_\_\_



## Risk Assessment/ Goal Post Safety

Venue: \_\_\_\_\_ Date of Check: \_\_\_\_\_

Name and Position of Person doing check: \_\_\_\_\_

### Playing/ Training Area

Check that the area and surroundings are free from obstacles and hazards.  
Is the area fit and appropriate for activity?

Yes No

(Please outline the hazard, which may be at risk and action taken, if any).

\_\_\_\_\_

\_\_\_\_\_

### Goal Posts

Check that it is fit and sound for activity and suitable for age group/ ability.  
Are the goalposts safe and appropriate for activity?

Yes No

(Please outline unsafe equipment, which may be at risk and action taken, if any)

\_\_\_\_\_

\_\_\_\_\_

### Players

Check that the players register is up to date with medical information and contact details.

Check that players are appropriately attired for the activity.

Is/ are the register(s) in order?

Yes No

(Please outline current state and action taken, if any)

\_\_\_\_\_

\_\_\_\_\_

Are players appropriately attired and safe for activity?

Yes No

(Please outline unsafe equipment/ attire and action taken, if any)



---

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## Emergency Points

Check that emergency vehicles can access facilities, a working telephone is available with access to emergency numbers and that exit points are clear.

Are emergency points checked and operational?

Yes No

(Please outline any issues and actions taken, if any).

---

---

## Is a working telephone available?

Yes No

(Please outline the issues and action taken, if any)

---

---

## Safety Information

Check that evacuation procedures are published and posted somewhere for all to see. Ensure that volunteers and staff have access to information relating to health and safety.

Are emergency procedures published and accessible to those with responsibility for sessions in the club?

Yes No

(Please outline current state and action taken, if any)

---

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Does the club need to take any further action? (If yes, please specify)

---

---

Signed: \_\_\_\_\_

Name (Print): \_\_\_\_\_

Date: \_\_\_\_\_



## Concussion Protocol

### AGREEMENT FOR SERVICES

BETWEEN:

\_\_\_\_\_

[Insert Address]

- And -

\_\_\_\_\_

[Insert Address]

**WHEREAS** \_\_\_\_\_, a non-profit corporation, is the governing body for the sport of \_\_\_\_\_ in Ontario;

**AND WHEREAS** the Contractor is skilled in (administration, planning, coaching, web design, development, implementation);

**AND WHEREAS** the Parties have agreed to enter into an agreement for services and wish to reflect the terms of their agreement in writing;

**NOW THEREFORE** in consideration of the mutual covenants and agreements hereinafter contained and for other good and valuable consideration, the parties hereby agree as follows:

Responsibilities of \_\_\_\_\_

1. \_\_\_\_\_ will:

*a. Insert Responsibilities*

### Responsibilities of the Contractor

2. The Contractor will:

*a. Insert Responsibilities*



## Fees and Payments

3. \_\_\_\_\_ will pay to the Contractor \_\_\_\_\_ dollars per hour plus GST payable within fourteen (14) days upon receipt of a monthly invoice from the Contractor.
4. Consideration payable to the Contractor will be of a confidential nature and will not be discussed with any third parties.

## Term

5. This Agreement will commence on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_ and will terminate on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, unless earlier terminated pursuant to this Agreement.

## Termination of Agreement

6. Either Party may terminate this agreement immediately if either Party goes into liquidation or insolvency or has an administrator or receiver of its undertaking appointed.
7. \_\_\_\_\_ may terminate this agreement upon seven (7) days written notice to the Contractor of its intention to terminate this Agreement, which will terminate accordingly.
8. Either Party may terminate this Agreement if there is a breach of the terms of this Agreement. In such case, written notice must be given to specify the breach and the Party receiving the notice will have five (5) days to remedy the matter.
9. In the event this Agreement is terminated, the Parties will pay all monies owed in accordance with this agreement to date of termination.

## Conditions Following Termination

10. Upon termination, the Parties agrees to:
  - a. Immediately cease using the Intellectual Property of the other party.
  - b. Not to divulge or use any Confidential Information.



- c. Pay all their respective debts owing to creditors relating to this Agreement.
- d. Coordinate a smooth transition so the services described herein are not jeopardized.

### **Assignment**

- 11. The Parties agree not to commit or purport to commit the other party to the payment of any money to any person, organization or corporation without the prior written consent of the Parties.
- 12. The Parties will not assign, either directly or indirectly, any obligation or entitlement that it has under this Agreement without express written consent from the Parties.

### **Agency and/or Partnership**

- 13. Nothing in this agreement will be construed as making the Parties partners or in a joint venture.
- 14. The Parties agree not to hold themselves out, as the agents of the other party and under no circumstance will either party have the authority to bind the other party or hold itself out to any third party as having such authority.

### **Independent Contractor**

- 15. The Parties agree and acknowledge that the relationship intended by this Agreement is that of independent contractor.
- 16. The Contractor agrees to save harmless and indemnify \_\_\_\_\_ from and against all claims, charges, taxes, penalties and/or demands which may be made By the Canada Customs and Revenue Agency requiring \_\_\_\_\_ to pay income tax payable by the Contractor; or on behalf of or related to the Employment Insurance Commission or the Canada Pension Commission under the applicable statues and regulations with respect to any amount payable by the Contractor.

### **Confidentiality**

- 17. The Contractor will not, either during the term of this Agreement or at any time thereafter, disclose to a third party any Confidential Information concerning the members, business or affairs of \_\_\_\_\_.





18. Confidential Information includes, but is not limited to, software, know-how, trade secrets, technical personal information, and business information relating to \_\_\_\_\_'s plans, development models, inventions, products, services, finances, customers, members, marketing, future business and sponsorship plans and any other information which is identified as confidential by \_\_\_\_\_. It also includes third party information which is received by \_\_\_\_\_ in confidence, including information received from clients, customers, potential business partners, sponsors, buyers and others.

19. The Contractor will:

- a) Return all Confidential Information received in written or tangible form, including copies, or reproductions or other media containing such Confidential Information, immediately upon such request.
- b) Take every reasonable step to prevent third parties from obtaining, examining and/or making copies of any Confidential Information.
- c) Use his/her best efforts to follow all confidentiality, security and information technology policies of \_\_\_\_\_.
- d) Use Confidential Information solely as may be required in connection with the Contractor's responsibilities described herein.

## Proprietary Rights

20. The Parties represent and warrant that they either own or have obtained the consent of all holders of all trademarks, copyrights or other intellectual property rights required to be obtained in connection with this Agreement.

21. Copyright and any other intellectual property rights in all written material (including material in electronic format), software, databases and other works produced by the Contractor during the term of this Agreement, or otherwise produced in connection with this Agreement (collectively "\_\_\_\_\_ Intellectual Property") will be owned exclusively by \_\_\_\_\_, who will have the right to use, reproduce or distribute such material and works, or any part thereof, for any purpose it wishes.



## Protection of Personal Information

22. The Contractor will use Personal Information (information about an identifiable individual) in the possession of the \_\_\_\_\_ Soccer Club only for the purpose of their responsibilities with the \_\_\_\_\_ Soccer Club and for no other purpose.

23. The Contractor will not use or disclose Personal Information for marketing, solicitation or communications on behalf of the Team Official acting beyond the scope of their capacity with the Club or for any third party. Any breach of this section is grounds for immediate termination.

24. Upon completing their duties as a Contractor with the \_\_\_\_\_, the Contractor will immediately return all Personal Information to the \_\_\_\_\_ and destroy all records of such Personal Information maintained by the \_\_\_\_\_ in any format.

## Liability and Indemnity

25. The Contractor will indemnify and hold harmless \_\_\_\_\_ and its respective directors, officers, consultants, agents and employees (“\_\_\_\_\_ Indemnified Parties”) from and against any and all loss of, or damage to, property, or injuries to, or death of, any person or persons and will defend, indemnify and hold harmless the \_\_\_\_\_ Indemnified Parties, or any of them, from any and all claims, damages, suits, costs, expenses, liabilities, fines, obligations, penalties, demands, actions or proceedings of any nature or kind whatsoever (including, without limitation, legal fees and disbursements) of or by anyone whosoever, resulting from, or arising out of, directly or indirectly:

a) Any negligent act or omission or wilful misconduct of the Contractor or its respective directors, officers, servants, subcontractors, employees or any other persons for whom in law The Contractor is responsible who are acting under the Contractor direction or supervision;

b) Any breach of any term, obligation, requirement, covenant or condition of this Agreement on the part of the Contractor.

26. \_\_\_\_\_ will indemnify and hold harmless the Contractor and its respective directors, officers, consultants, agents and employees (“The Contractor Indemnified Parties”) from and against



any and all loss of, or damage to, property, or injuries to, or death of, any person or persons and will defend, indemnify and hold harmless the Contractor Indemnified Parties, or any of them, from any and all claims, damages, suits, costs, expenses, liabilities, fines, obligations, penalties, demands, actions or proceedings of any nature or kind whatsoever (including, without limitation, legal fees and disbursements) of or by anyone whatsoever, resulting from, or arising out of, directly or indirectly:

- a) Any negligent act or omission or wilful misconduct of \_\_\_\_\_ or its directors, officers, servants, subcontractors, employees or any other persons for whom in law \_\_\_\_\_ is responsible who are acting under \_\_\_\_\_'s direction or supervision;
- b) Any breach of any term, obligation, requirement, covenant or condition of this Agreement on the part of \_\_\_\_\_.

27. The provisions of clauses 16, 23 and 24 will continue in force indefinitely after termination of this Agreement.

## Notices

28. Notices and correspondence required to be sent to any party in connection with this Agreement will be in writing and will be sent by post to the addresses listed above.

29. Any change in address will be notified to the other party immediately.

30. Notice will be deemed to have been given after the seventh day of the date of post for mail and the day of delivery for facsimile.

## Dispute Resolution

31. The Parties agree to submit any dispute they may have regarding this Agreement or its termination to mediation, the costs of which will be shared equally between the parties. If a mediated resolution of the dispute cannot be achieved within 30 days of initiating mediation, the parties agree to submit the dispute to binding arbitration before a mutually acceptable, independent arbitrator. The costs of the arbitration will be shared equally between the two Parties.



## Governing Law

32. This Agreement will be governed by and construed in accordance with the laws of the Province of Alberta.

## General

33. No failure or delay by the Parties in enforcing any right or remedy in this Agreement will be construed as a waiver of any future exercise of such right or remedy.

34. The Parties have sought or obtained, or have had the opportunity to seek and obtain, independent legal advice concerning the matters in this Agreement, and execute this Agreement knowingly and voluntarily.

35. This Agreement constitutes the sole and entire agreement between the parties, and supersedes any previous agreements, understandings and arrangements between the parties. Any amendments hereto are enforceable only if in writing and signed by each of the parties.

36. If any portion of this Agreement is deemed by any court of competent jurisdiction to be illegal or unenforceable, then the remaining provisions of this Agreement will remain in full force and effect notwithstanding.

37. This Agreement has been executed by an authorized signatory of each party who is duly entitled to represent and bind the party.

38. The termination of this Agreement, for whatever reason, will not terminate any provision which is expressly provided to continue in force after such termination.

**THE PARTIES HEREBY AGREE** to abide by the terms and conditions outlined in this Agreement.

The parties have signed this Agreement the \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Contractor

Per:

Per:



## Accident/ Incident Report Form

\_\_\_\_\_ Soccer Club Incident / Accident Report

1. Site where accident took place:

\_\_\_\_\_

2. Date and time of accident/ incident:

\_\_\_\_\_

3. Name of person in charge of session/ competition:

\_\_\_\_\_

4. Name of injured person: \_\_\_\_\_

5. Address of injured person: \_\_\_\_\_

6. Nature of accident/ incident: \_\_\_\_\_

7. Give details of how and precisely where the accident took place. Describe what activity was taking place, e.g. training program, getting changed etc.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Give details of the action taken including any first aid treatment and the name (s) of the first-aider (s).

\_\_\_\_\_  
\_\_\_\_\_

9. Indicate which of the following contacted:

- Police
- Ambulance
- Parent/ Guardian

10. What happened to the injured person following the accident? (E.g. went home, went to hospital, carried on with session)

\_\_\_\_\_  
\_\_\_\_\_

All of the above facts are a true and accurate record of the incident/ accident.

Signed: \_\_\_\_\_

Name (Print): \_\_\_\_\_ Date: \_\_\_\_\_



## Police Records Check Form

### APPLICANT DECLARATION AND REVIEW FORM

To (Name of Club): \_\_\_\_\_

#### SECTION A: (To be completed by the Applicant)

Name of Applicant: \_\_\_\_\_

Date of Police Records Check: \_\_\_\_\_

Date: \_\_\_\_\_

#### SECTION B: (to be completed by the screening individual)

Date of Review of the Police Records Check:

The Police Records Check did not include any information about any criminal code convictions, charges without disposition or police contacts which would prevent this individual from being accepted for a volunteer or staff position with the (name of Club), according to current policies.

Screening Officers Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## Coach Annual Review

Another season has come and gone. Firstly we would like to thank every one of the players, coaches, managers, officials, volunteers, administrators, parents and supporters for all of their hard work this season.

In order for the club to continue to develop, the Committee would appreciate five minutes of your time to complete this form.

Coach name: \_\_\_\_\_

1. What age group did you coach? \_\_\_\_\_

2. Did you have sufficient?

Space \_\_\_\_\_

Equipment \_\_\_\_\_

Support \_\_\_\_\_

Time \_\_\_\_\_

If no, how could this be improved?

3. Do you feel your players learned new skills/techniques this season?

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4. What aspects of your training sessions were you pleased with?

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5. Which areas would you like to improve?

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6. Did your team have sufficient competitive opportunities at the right level this season? (If not, why not?)

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7. Are there any training courses you would like to attend? (If yes, do you have any specific courses in mind?)

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The club would like to thank you for completing this form.





## Parents, Carers and Guardians Annual Review

Another season has come and gone. Firstly we would like to thank every one of the players, coaches, managers, referees, volunteers, administrators, parents and supporters for all of their hard work this season.

In order for the club to continue to develop, the Committee would appreciate five minutes of your time to complete this form.

Parent/Guardian \_\_\_\_\_

1. Age group and coach of child \_\_\_\_\_

2. Do you feel your child learned any new skills/techniques at training?

\_\_\_\_\_

3. Did your child enjoy coming to soccer training sessions/competitive games? (If not, why not?)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Does the coach have a good rapport with (a) your child (b) the team? (If not, how do you think this could be improved?)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Are you happy to leave your child in the care of your child's coach? (If not, why not?)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Have you any ideas to help improve the club?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The club would like to thank you for completing this form.



## Keeping Records

Every business has to keep records. The Canada Revenue Agency (CRA) stipulates that if a tax return is filed on time, records should be kept for a minimum of six years after the end of the tax year to which they relate. If the return is late, records have to be kept for six years from the date of filing of the return, and if a taxpayer files an appeal or an objection, records have to be kept until the issue is settled and the time for filing any further appeal expires or until six-year period has expired, whichever is later. To destroy your records before the minimum six-year period ends, you need written permission from the CRA.

### WHAT YOU SHOULD RETAIN

#### **For Tax Records:**

Returns and supporting documents for at least six years following the year of the income, GST or HST returns; cheques documenting payments for goods; cheques and credits for revenue received.

#### **For Insurance Claims:**

For proof of loss: evidence of ownership of goods. All major equipment purchases should be supported by original receipts. For loss-of-business claims: tax records, income statements and balance sheets for period representative of business being done. Retain records for two years minimum.

#### **For Product Liability Claims by Third Parties:**

All records of customer purchases to show where products were shipped and who got them. Corporate e-mails relevant to products, management decisions and decisions by directors of the company.

#### **For Human Resources Issues:**

HR documents that explain hiring decisions, pay raises, vacation time, pensions, medical benefits and employee performance for 10 years. All records of employee on-the-job injury, illness and workers' compensation claims. Keep records 20 years to cover claims for latent injuries.

A 14-page guide to the rules can be found at the CRA Web site ([www.cra-arc.gc.ca](http://www.cra-arc.gc.ca)) as item RC4409, "Keeping Records".



Name of Club: \_\_\_\_\_

Date of Audit: \_\_\_\_\_

Audit completed by: \_\_\_\_\_

Number of applications to be reviewed to determine compliance (20%)

\_\_\_\_\_

Has the Club attended a Volunteer Screening Workshop offered by the District or Ontario Soccer?

Does the Club have a Screening Policy approved by their Board of Directors?

Does the Club have an organizational chart that clearly illustrates who volunteers and staff are accountable to – reporting lines for harassment and discipline?

Does the Club have a Volunteer Screening Panel?

Does the Club safeguard the confidentiality of personal information gathered during the screening process?

Does the Club have appropriate policies in place regarding Police Records Checks including what is considered an unacceptable Police Records Check?

Are all current volunteers and staff assessed as high, medium, or low risk?

Have all high risk staff and volunteers completed:

- an application form and included references
- been interviewed by a selection committee
- had references checked
- provided a Police Records Check

Have all medium risk staff and volunteers completed:

- an application form and included references
- provided a Police Records Check



Have all low risk staff and volunteers completed an application form and included references?

Are all volunteers and staff aware of the boundaries and limitations?



## Risk Management Manual

Clubs are advised to keep a central record of each of their Policies and Procedures in an effort to manage risk. This manual should ideally include reference to:

- Club Equality Policy
- Zero Tolerance Policy \*
- Discipline Procedure and Appeals
- Complaints Procedure
- Oath of Confidentiality
- Conflict of Interest Policy \*
- Privacy Policy
- Complaint Intake Form
- Medical Consent Form
- Risk Assessment/ Goal Post Safety
- Club Agreement for Services
- Accident/Incident Report Form
- Police Records Check Form \* (select coaching levels)
- Accident/Incident Guidelines
- Communication Guidelines
- Communication Policy
- Club Financial Guidelines
- Organizational Chart

To support a Club through this process this booklet contains templates for each of these documents. A Club should keep in mind that this list is not exhaustive and is purely there as a guideline. Specific policies marked \* are mandatory for any member and Ontario Soccer.

Any Club wanting to look in more detail at a specific issue or gain advice in relation to their own Club are advised to visit the website of The Centre for Sport and Law at [www.sportlaw.ca](http://www.sportlaw.ca) where up to date, professional legal advice can be obtained.



## Risk Management Plan

A Club or Academy must be able to assess all areas of risk within its organization. The areas and variance of risk are dependent on many different aspects of each organization.

The most common areas of risk for a Club or Academy are:

1. Youth/ Player Protection
2. Volunteer Management
3. Legal Compliance
4. Program Insurance
5. Financial Oversight
6. Governance
7. Employment Standards

Each organization must assess each of these areas and determine if and where the risk lies and audit the current policies and procedures to confirm compliance. If compliance is not met in any of the areas then the organization must devise a plan to put the necessary documentation in place to protect the Club, Academy, Player, Staff member, Volunteer, etc.

Every new policy and procedure that is created must be approved by the organizations board of directors and be made available to affected parties.

A risk management plan must be reviewed and updated at least once yearly. This ensures the organization is to update with current legislature and provides the greatest protection available for all involved.

Details of policies and guideline items have been identified in the Risk Management Manual on page 52.

Further information register risk management can be found on the Ontario Soccer website – [www.ontariosoccer.net](http://www.ontariosoccer.net).



## Accident/Incident Guidelines

\_\_\_\_\_ Soccer Club recommends that the following procedure is used when dealing with an Incident or Accident.

1. Stay calm but act swiftly and observe the situation. Is there danger of further injuries?
2. Listen to what the injured person is saying
3. Alert the first-aider who should take appropriate action for minor injuries
4. In the event of an injury regarding specialist treatment, call the emergency services
5. Deal with the rest of the group and ensure that they are adequately supervised
6. Do not move someone with major injuries. Wait for the emergency medics
7. Contact the injured person's parent/ guardian
8. Complete an Accident Report Form (See "Accident/ Incident Report Form" in this section)
9. Hand the copy of the Accident Report Form in to your Club Administrator.



## Communications Guidelines

### Internal Procedures

Depending on the size of your Club and its functions it is good practice to have a Communication Policy published and accessible to ALL Club

Members. A template Communications Policy can be found on Page 24. To be effective a Communications Policy should be reviewed regularly to take into account any new Club activity.

- Emails to key personnel within the organization are essential but consider 'cc' or 'bcc' if there is a risk that you won't get an immediate reply when you need one.
- Ensure an effective process is in place for acting upon time sensitive information that may come from numerous third parties
- (Municipalities, Leagues, District, Province etc.)
- Designate back-up persons to reply to and/or disseminate information in the event of absence of the key contact.

### External Guidelines

Parents/ carers are an important part of your Club. They are often the club supporters, willing volunteers, potential coaches and officials. They will also wish to know that their children are safe in your care and getting the most from soccer. Communicating with parents/ carers is important. When a new member registers an interest with your Club it is good practice to let them know about the Club, how it operates and its expectations of them as parents.

Establishing regular communication with parents/carers also helps to secure their ongoing support.

This communication might be done via:

- Club Newsletter or Magazine
- Email Updates
- Website
- Monthly meetings





## Communications Policy

Proper communication within the \_\_\_\_\_ Soccer Club is vital to our success. These policies have been created to ensure that a minimum level of communication is maintained within the club. Efforts should be made to ensure that where possible, the standards and frequency of communication meet the requirements of the club members.

1. Annual General Meetings (AGM)/ Special General Meetings (SGM) From the \_\_\_\_\_ Soccer Club Bylaws: " \_\_\_\_\_."
2. Board of Directors: Board meeting minutes will be made accessible to the club members within two weeks of their approval at the next scheduled board meeting. Minutes should be accessible in hard copy format (Binder to be kept outside club office) and in the 'Members only' section of the \_\_\_\_\_ Soccer Club website, if possible. Where possible, the agenda for the upcoming board meeting should be made available to the membership prior to the meeting.
3. Sub Committees: The Club Head Coach/ Head Referee/ Administrator shall report on the \_\_\_\_\_ Committee providing minutes of the last \_\_\_\_\_ Committee meeting. These minutes will be provided to the membership in the manner outlined under Board of Directors.
4. Additional committees: Any other committees formed as sub-sections of the board must report as outlined above.
5. \_\_\_\_\_ Soccer Club Bylaws, Policies and Rules: The club bylaws, policies and rules must be made available to club members. Hard copies should be maintained in a binder outside the club office and where possible, should be placed on the Club website.
6. Membership Communication: Informally, throughout the year, there will be cause to communicate club activities and events to the general membership. To facilitate this, the club maintains a master email distribution list. Where possible, a hard copy of any communications should be maintained at the club for member access. Members should be kept abreast of: 1.Club events (Tournaments, field changes, social activities, meetings, etc.) 2. Volunteer requirements and Communications from The Canadian Soccer Association and Ontario Soccer. 3. Notices of equipment allocations, clarifications on club rules, when necessary, etc.
7. Portfolio Contacts: Contact information for the Board of Directors, Sub Committees, Working Groups and club staff should be provided to the members.



This contact information should be posted at the club and made available on the website where possible.

8. Website Guidelines: The website must update and maintain these elements as a minimum requirement. Additional development is encouraged but is not necessarily vital to the club needs. The posting to the site must be amended (Within a reasonable timeframe) when changes are made.



## Club Financial Guidelines

The financial statements of the Club shall be

- a) Presented annually subject to the minimum requirements as defined in d);
- b) Based on a defined fiscal year end;
- c) Presented to the members at the Annual General Meeting;
- d) *(Select the applicable clause below based on the gross revenue of your Club)*
  - Audited, as defined by the Canadian Institute of Chartered Accountants (CICA), by a public accountant if the Club's annual gross revenue is greater than or equal to \$150,000 or the Club has greater than or equal to 1000 registered players
  - Reviewed by Public Accountant, Certified General Accountant or a Certified Management Accountant through a Financial Review Engagement, as defined by CICA, if the Club's annual gross revenue is less than \$150,000 but greater than or equal to \$100,000, or the Club has less than 1000 but greater than or equal to 500 registered players
  - Signed with a Notice to Reader prepared by a Public Accountant,
  - Certified General Accountant or a Certified Management
  - Accountant less than \$100,000 but greater than or equal to \$10,000.00
  - Completed by the Treasurer or designate, if the Club's annual gross revenue is less than \$10,000

It is also Good Practice to follow these internal controls when ensuring that money is dealt with accurately and securely.

### Teams:

1. Appoint a recognized volunteer to monitor and manage the team's financial activity. It is recommended that this volunteer is listed with the Club Office and has a valid Police Check.
2. Enforce a process of two signatures for expenditures over a specific amount.
3. Identify those persons able to make any such purchases.



4. Request monthly/ quarterly reports from the designated volunteer relating to financial activity.
5. Ensure that Parents and/or Players are made aware of any foreseeable costs prior to the start of the playing season.
6. Produce an annual financial statement for the Team that can be presented if necessary to the Clubs Finance Committee/ Manager/ Accountant.

### **Events:**

Identify a cause to which the money raised will be committed.

Establish an event committee with an appointed individual to monitor the finances.

Understand who will need to see a report and breakdown of the events financial activity.

In any situation where funds are being raised there should be a clear process of how money is distributed/ reinvested on completion of the event/program or disbandment of a Team.



**Club Budget (example)****Organization Name:****Fiscal Year Period:**

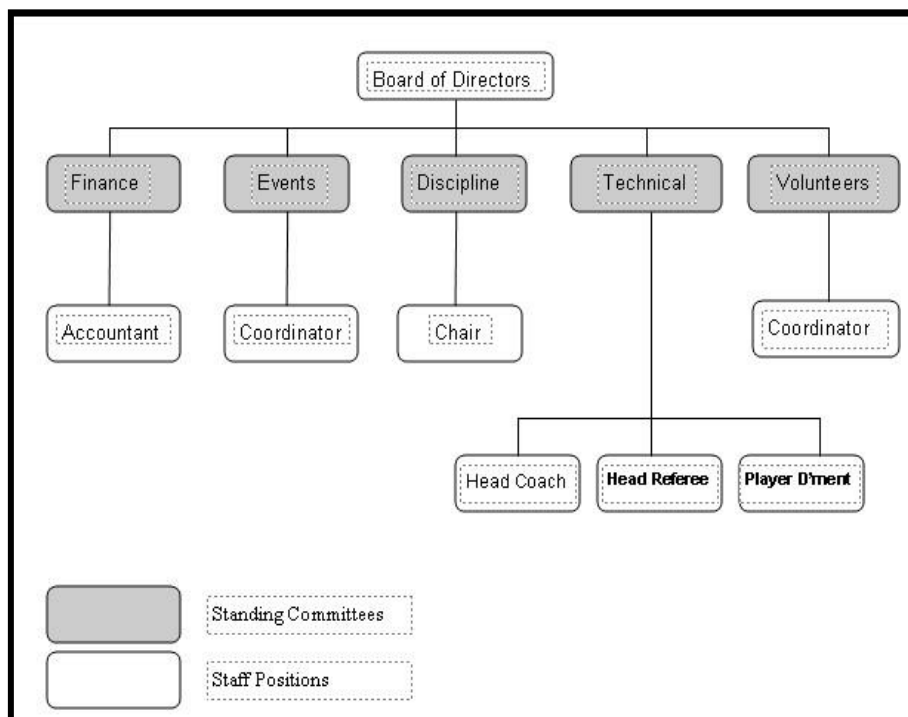
	<b>Current Org. Budget</b>	<b>Current YTD Actuals</b>	<b>Previous FY Budget</b>	<b>Previous FY Actuals</b>
<b>Revenue</b>				
Government grants & contracts				
Registration				
Corporate Partners/ Sponsors				
Fundraising events & products				
Other				
Total cash revenue				
Total in-kind revenue				
<b>Total Revenue</b>				
<b>Expenses</b>				
Staff salary and wages				
Insurance				
Fringe benefits & payroll taxes				
Consultant and professional fees				
Travel and meetings				
Equipment				
Supplies				
Staff development				
Printing & copying				
IT/telephone				
Postage & delivery				
Fundraising fees				
Other				
Total cash expenses				
Total in-kind expenses				
<b>Total Expenses</b>				
<b>Revenue over Expenses</b>				



## Club Organizational Chart

An **organizational chart** shows the structure of the Club and the relationships and relative ranks of its parts and positions/jobs. There are several limitations with organizational charts:

- It only shows 'formal relationships' and tells nothing of the pattern of human (social) relationships which develop.
- It shows nothing about the managerial style adopted (e.g. autocratic or democratic).
- It very quickly becomes out-of-date, especially in large organizations which change their staff regularly.
- When changing from one organizational structure to another, it's appropriate that owners consider advantages and disadvantages of each structure in meeting various goals.
- The best structure for one type of Club may not be the best for another. The best structure for a new Club may not be suitable as the Club expands.



## Club Meeting Guidelines

When holding a club meeting there are certain things that **MUST** happen in order for the meeting to be productive.

1. The information to be discussed must be well publicised. Send out the information to those attending at least a week in advance. This will give them time to read and consider what is put in front of them. They will then turn up ready for a thorough discussion.
2. Ensure that the Club Secretary or Administrator is in attendance to write Minutes for the meeting. These Minutes will be reviewed at a later date and by those who were not in attendance at the original meeting so it is essential that a clear and accurate report is made of all discussion.
3. Invite agenda items from all members and when putting together the agenda makes sure that the most important items (as directed by the Chairperson) are placed at the top of the Agenda.
4. Dedicate set amounts of time to each Agenda item. This will keep discussions on track and help to stop the later agenda items being rushed.
5. Be guided by a time limit of 2 hours maximum for any meeting. Again, this keeps minds focussed and ensures that volunteers aren't wasting their valuable time.

## Template Meeting Agenda

1. **Welcome and apologies:** the Chairperson should welcome everyone and the Secretary should record any submitted apologies
2. **Minutes of the last meeting:** these should be circulated before the meeting and checked for accuracy and approval as an accurate record of that meeting
3. **Matters arising from the minutes:** an update on previous actions from the last meeting and any other issues not covered on the agenda elsewhere
4. **Areas of organization activity:** update reports on the organization's various activities (Teams, Coaching, Fundraising, Administration)
5. **Financial statement:** a report on the organisation's finances by the Treasurer
6. **Reports from sub-committee:** (specific fundraising events, facility manager, etc.)



7. **Any other business:** the Chairperson should be informed of any items at the start of the meeting. This is also a good time for Committee members to update on other Committees they may represent the Club on.
8. **Date, time and place of next meeting:** these should be set in advance
9. **Meeting brought to a close** by Chairperson and time recorded.

Consider inviting Guest Speakers. These can be inserted at the top of the Agenda to inspire and engage the Committee





## Press Release Guidelines

### Promoting Soccer

Many people in the soccer industry have a poor view of the media— often because negative soccer stories achieve larger headlines—but, due to the huge public interest in the game, their power in communicating messages to a wide audience is unrivalled.

Whilst it often appears that the media is only interested in these negative stories, tremendous opportunities do exist, to promote your activities and the role of soccer generally.

### Develop a Media Strategy

Effective communication with the Media should ideally be managed through a strategy that sets out what messages you want to communicate and how you go about doing it.

Develop the message you want to get over:

What does your Association/ Club do? Providing a 'profile' outlining your full range of activities is a useful tool to have, to help external organisations gain an understanding of the scope of your work. Include information about regular activities: competitions, coaching courses, refereeing etc. New developments: grants, local initiatives and sponsoring deals.

### Who Communicates?

- Identify a Press/ Media Officer
- Encourage your associations, leagues and affiliated organisations to do the same
- Establish internal lines of communication to ensure that relevant information gets to the Press Officer for dissemination.

### Get to Know Your Local Media

- When and where they appear
- What audience they cover
- Identify sections or programs that can be planned in advance
- Be aware there are other issues that also need to be addressed at short notice



- Regular: fixtures/ results for competition

## Effective Communication Tools

- Press Releases
- Telephone Interviews
- Face to face Interviews
- Photo call Opportunities
- Local radio
- Regional Television
- Open Days/ Special Events
- Sponsorship
- Newsletters & Bulletins
- Websites and Emails
- Posters and Flyers
- Developing Long-Term Relationships with the Media

## Producing a Good Press Release

- The date
- A catchy headline with the correct layout
- The key message should appear in the first paragraph:
- Who
- What
- Where
- When
- Check spelling and grammar
- Note to editors, contact name and telephone number
- If you are the nominated spokesperson, make sure YOU are available.



## Including People with a Disability

There are a number of issues that may explain why so few people with a disability have participated in soccer as players, administrators or coaches.

This is an international concern and not simply a focus of Provincial or Canadian sport organizations. Issues of perception cost, timetabling, accessibility and transport are typical challenges for a soccer club but there are some related specifically to participants with a disability.

### The Issues

- The general public's lack of understanding of people with a physical or learning disability and the stigma often associated with disabilities
- Lack of awareness of the activities, opportunities and options available to people with a disability
- Isolation sometimes experienced by people with a disability
- Lack of confidence in a personal or skill area
- Access to community activities including sport is sometimes difficult resulting from lack of physical access and more commonly, attitudinal problems such as those listed above.

### Strategies for Overcoming Barriers

- Focus on what the person with a disability can do. Never assume that people with disabilities cannot do things. Always see what they can do and start from there. Asking the person with a disability what they can do is a great starting point
- Contact your Soccer Development Coordinator for advice on how to attract and include people with a disability to your club
- Don't assume that people with a disability want (or need) to play in a segregated competition or training session—find out how they want to participate in your club
- Where it is necessary to adapt skills or activities to include a person with a disability it is important to maintain the integrity of the game
- Whilst some participants will only want to play the game, encourage them to get involved in non-playing roles as well. Like anyone else, a person with a disability may not want to play but bring their specific skill or skills to another role within the club
- Advertise widely to reach isolated people with a disability.

### Helpful Contacts:

Special Olympics Ontario  
[www.Specialolympicsontario.com](http://www.Specialolympicsontario.com)  
 416-426-7191

Ontario Blind Sports Association  
[blindssports.on.ca](http://blindssports.on.ca)  
 416-447-8326



## Including People from Aboriginal Communities

### The Issues

- Lack of awareness and appreciation amongst the general community of the diversity and complexity of Aboriginal cultures such as:
  - Limited understanding of Aboriginal values
  - Culture protocols
  - Kinship and extended family structures and relationships The importance of family obligations
  - Respect for elders, culture, land and environment.
- Aboriginal people are a minority. 190,000 of the Ontarian population consider themselves aboriginal which is approximately 1% of the total population
- Limited access to soccer in general including suitable equipment, facilities, support structures and information
- Social isolation can be an issue whether in rural, regional or urban areas. This isolation of aboriginal people from soccer may occur due to:
  - Lack of support networks within the club
  - Stereotypical views of Indigenous people
  - Lack of information or knowledge of soccer
  - Direct and indirect racial discrimination or exclusion.
  - Opportunities to interact with the broader community are often limited.

### Strategies for Overcoming Barriers

- Club members should have an understanding of Indigenous culture and issues
- Ensure there is an awareness of cultural sensitivities and beliefs
- Market activities through culturally relevant networks
- Promote all aspects of your Club to aboriginal communities (admin., officiating, playing etc.)
- Allow time for Indigenous community representatives to consult with other key stakeholders in the community before decisions are made

#### **Helpful Contacts:**

Union of Ontario Indians Chiefs of Ontario

[www.anishinabak.ca](http://www.anishinabak.ca)

1-877-702-5200

[www.chiefs-of-ontario.org](http://www.chiefs-of-ontario.org)

1-877-517-6527



## Including People from Culturally and Linguistically Diverse Communities

Approximately half of the 250,000 immigrants to Canada each year settle in Ontario. The five most commonly spoken languages are: English (8 million), French (490,000), Chinese (405,000), Italian (296,000) and German (157,000) with other significant languages including Greek, Spanish, Punjabi, Ukrainian and Portuguese. This creates a great opportunity for all soccer clubs to broaden their club base by including people from culturally and linguistically diverse backgrounds.

### The Issues

- People who are new to Canada may lack an awareness of soccer in general
- Where knowledge of the sport does exist there is still often a lack of awareness of individual club activities, opportunities and options available
- Cultural and religious differences and expectations can act as a barrier to participation in your Club
- Lack of parental support due to parents having other priorities considered more important than sport
- Language can act as a barrier to approaching and becoming involved
- Your Club may not be seen as culturally relevant
- The perceived potential threat or previous experience of racial prejudice may deter people from becoming involved in soccer
- Participation of women in soccer may be affected by different cultural practices or values with regard to the participation of women in sport and physical activity. **Strategies for**

### Overcoming Barriers

- Educate your Club Members about the barriers that people from CLD backgrounds may experience and other relevant cultural issues
- Broaden the promotion of your Club and its activities to include your *Migrant Resource Centre*
- Capitalize on soccer being the 'worlds game' with strong soccer cultures and role models in many countries around the world
- Promote Ontario Soccer and your own Club's policy on racism. Ensure this policy is enshrined in all practices and make it clear to your members and supporters that racist jokes, language and behaviour are not acceptable



Form partnerships and links with key organizations in your local area.

**Helpful Contacts:**

Clubs are advised to contact their local council for guidance on ethnic minorities within their community. Ask for advice on who and how best to approach the task of promoting your Club within their community.



## Strategic Plan

A well-articulated, concise strategic plan is a roadmap for everyone involved in an organization to follow. It is a directional statement that conveys what the organization's vision and mission are, what their three or four key strategic goals are, and a summary of the key activities that will serve the mission and goals. Having a realistic plan, directly linked to outcomes, is evidence that you know where you are going, are clear about the difference you want to make, and understand the mechanics of how to get there. Developing a plan is key to effectiveness. The most common timeframe for a strategic plan is a three-years, but the final decision depends on your needs. The three-year (or more) timeframe was at one time well-suited to an organization that knew exactly where it was headed and was not likely to be thrown off-course by technological advances or changes in the economy.

When writing your plan you need to consider:

- your audience
- the different types of plan
- Approach to crafting a plan.
- a focus on the overall purpose - the vision, mission and values
- a focus on stakeholders or customers
- strategic themes group together related objectives - these are shown as vertical slices as they usually cut across the organisation; you would expect different teams in different parts of the organisation to be able to contribute to achieving each theme (each in their own way)
- each theme would have its own set of objectives, measures and targets, as well as initiatives or projects that cut across the organisation

Areas to focus on when developing a strategic plan are:

- Purpose
- Drawing from the past
- Considering the future
- Strategic aims, objectives and scorecard
- Delivering the goals



When developing a plan ask yourself these questions:

- Do your clients, staff and board understand the mission and vision?
- Have they all agreed upon the goals designed to achieve the mission and vision?
- Are they committed to executing the plan at every turn, externally and internally?
- Do they understand the steps necessary and resources required (time, money, etc.) to get the organization where it wants to be?

All of these are essential ingredients of a sound strategic plan.

Keep in mind that once plans are developed, it's important to review them regularly to assess your progress, regardless of the timeframe you've outlined. Many organizations choose to do this quarterly. This information should also be tied to the metrics outlined in your plan so you can assess progress regularly.





## Operational Plan

The strategic plan sets the direction of the organization. The operational plan lays out the activities required to fulfill the organization's mission and strategic objectives as expressed in the strategic plan.

The operational plan should be structured to follow the strategic objectives (keeping focus on the broad objectives). It details the activities that both staff and volunteer leaders will undertake to achieve the desired outcomes. It is specific about who and how and when and a good operational plan includes measurement criteria.

The operational plan needs to be accompanied by a detailed budget that sets the financial objectives for each activity. In a policy governance model (where the board sets policy and the staff implement) the operational plan is a staff tool that guides their work. The budget, however, is a tool that requires board approval, and monitoring budget results is a task shared by both the board and staff members.

When creating an operational plan, consider the following -

- Develop clear objectives and measures of performance
- Map the activities necessary to achieve objectives
- Identify the resources required
- Define responsibility for each activity
- Sequence the activities
- Implement and manage the overall operation
- Evaluate progress against the objectives
- Learn from the evaluation
- Provide evidence of achievements

Reporting on the organizations operational plan is very important to track progress and continuously evaluate and adjust operation strategies accordingly. This report can be created in many formats but must be easy to follow and understand so that all parties involved understand the responsibilities and time lines outlined.



## Model Club By-Law or Club Constitution

### Article 1: NAME

The name of this Club shall be the **[Note 1]**, hereinafter referred to as the Club. The headquarters of the Club shall be located within the District Boundaries of the **[Note 2]** Soccer Association, hereinafter referred to as the District Association.

[Note 1: Insert the name of the Club.]

[Note 2: Insert the name of the District Association with which the club is affiliated.]

### Article 2: OBJECTS

The Club shall have the following objects:

1. To promote and develop the game of soccer within its boundaries.
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.

### Article 3: AFFILIATIONS

The Club shall be a Member of the \_\_\_\_\_ [Note 2] \_\_\_\_\_ Soccer Association and shall follow the published rules of the District Association and Ontario Soccer, hereinafter referred to as Ontario Soccer. The Club is subject to the published rules in declining order of authority of the following governing organizations to which it is affiliated:

1. Ontario Soccer
2. The District Association
3. The Club

### Article 4: MEMBERSHIP

There are three classes of Membership, namely, Regular Member, Honorary Member and Life Member.

#### Regular Member

A regular Member is either: \_\_\_\_\_ [Note 3] \_\_\_\_\_ (Note 3: Insert any of the following Member Types to be a regular Member of The Club):



- A registered player
- A registered Club coach
- A registered Club game official
- A registered Club administrator

Although an individual may qualify for, and be registered under, more than one of the above categories, each individual holds only one Membership in the Club and is entitled to one vote at Members' meetings.

A player shall become a regular Member when approved by the Club's Registrar. [Note: this paragraph shall only be included if a registered player is included as a regular Member of the Clubs as per **[Note 3]**

Upon application, a coach shall become a regular Member upon acceptance by the directors of the Club. A coach is an individual who is registered with Ontario Soccer to teach, instruct, train and guide players to play the game of soccer. [Note: this paragraph shall only be included if a registered Club coach is included as a regular Member of the Clubs as per **[Note 3]**

Upon application, a game official shall become a regular Member upon acceptance by the directors of the Club. A game official is an individual who is registered with Ontario Soccer to officiate soccer games. [Note: this paragraph shall only be included if a registered Club game official is included as a regular Member of the Clubs as per **[Note 3]**

An Administrator shall become a regular Member upon election or appointment by the Directors of the Club. An administrator is an individual who is registered with Ontario Soccer to be responsible for one or more of the functions required to operate a Club. For purposes of this definition, a Team Manager and a Director shall be classified as an Administrator. [Note: this paragraph shall only be included if a registered Club administrator is included as a regular Member of the Clubs as per **[Note 3]**



## **Honorary Member**

The Board of Directors may designate an individual as an Honorary Member for a specific period of time.

An Honorary Member is afforded all rights of Membership, including the right to attend and speak at Members' meetings, but is not entitled to vote.

## **Life Member**

The Board of Directors may designate an individual as a Life Member. A Life Member is afforded all rights of Membership, including the right to attend and speak at Members' meetings, but is not entitled to vote.

## **Fees**

Membership fees for regular Members shall be set annually by the Board of Directors and ratified or amended by the Membership at a general meeting of the Club.

## **Discipline of Member**

A Member may be fined, censured, suspended or expelled from Membership for cause and only after charges have been laid in accordance with the Club's published rules and a hearing held in accordance with the Club's and Ontario Soccer's published rules. An individual whose Membership has been suspended loses all rights of Membership until the suspension has been terminated.

Player, team and team official discipline for game infractions is governed in accordance with the procedures published by Ontario Soccer.

Any Member, who infringes the Articles or Rules of the Club or brings the Club into disrepute, may be reprimanded, suspended or expelled from the Club after a hearing by the Board of Directors of the Club at which hearing the Member is entitled to attend.



## Termination of Membership

Membership in the Club shall be deemed to have been terminated:

1. If the Member submits a signed letter of resignation to the Club
2. If the Member is expelled by the Club's Board of Directors
3. If the Member is no longer registered with the Club

## Article 5: BOARD OF DIRECTORS

The Club shall be governed by a Board of Directors that shall consist of at least **[Note 4]** individuals, or such number not to be less than **[Note 4]**, as may be amended from time to time in accordance with the Club's By-Laws. These individuals shall hold the positions of:

President, Vice- President, Secretary, Treasurer **[Note 5] [Note 6]** [Note 4: Insert the number of individuals which shall not be less than three]

[Note 5: insert either Registrar or Director-At-Large]

[Note 6: in addition, at least one of the following positions must be inserted above:

- Director of Registration
- Director of Representative Teams
- Director of House League
- Director of Tournaments
- Director of Indoor Soccer
- Director of Referees
- Director of Coaching
- Director of Fundraising
- Director of Discipline
- Director of Promotions

*Director of Equipment*

*Any other Director positions specified by the Club*

A Director may hold more than one position.



A Director shall be 18 years of age or older, shall not be an undischarged bankrupt and shall be a Regular Member of the Club.

A Director shall serve for a term of two years or until his or her successor is elected or appointed.

After an initial Board of Directors has been appointed, the positions of President, Treasurer and **[Note 7]**, shall be elected in even numbered years while the positions of Vice-President, Secretary, and **[Note 5]** and **[Note 7]** shall be elected in odd numbered years.

[Note 7: any of the following positions may be inserted above in either the election in even numbered years or in the election in odd numbered years, providing that there is an equal number in both years and if there is an extra position, it shall be included in the election in even numbered years:

- Director of Registration
- Director of Representative Teams
- Director of House League
- Director of Tournaments
- Director of Indoor Soccer
- Director of Referees
- Director of Coaching
- Director of Fundraising
- Director of Discipline
- Director of Promotions
- Director of Equipment
- Any other Director positions specified by the Club

### Director Vacancy

A Director has the right to resign her or his position by submitting a signed letter of resignation to the Club.



A vacancy on the Board of Directors and their respective position (s) held, caused by death, or resignation that has been accepted by the Board of Directors, shall be filled by a majority vote of the Board of Directors. The successor Director shall hold his or her incumbent's position (s) for the remainder of the term being filled.

## Removal of Director

No Member of the Board of Directors shall be removed for arbitrary reasons but may be removed if:

- The Director is unable to perform the duties expected of the position due to, but not limited to, any of the following reasons:
  - If she/he becomes incapable of performing the business of the Club
  - If she/he is absent from two or more meetings of the Board without satisfactory reason
  - If she/he no longer resides in reasonable proximity to the Club
  - If she/he becomes, or is discovered to be, an undischarged Bankrupt; or the
- Director has compromised the integrity of the Club due to, but not limited to, any of the following reasons:
  - If she/he has been found guilty of an offence under the Harassment Policy of Ontario Soccer

## Law or Club Constitution

- If she/he has been found guilty of an offence involving violence under the Discipline Policy of Ontario Soccer
- If she/he has failed to properly account for monies or other property belonging to the Club
- If she/he has been found guilty of a criminal offence regardless of whether or not the offence directly affected the Club.

A Member of the Board of Directors holding his or her respective position (s), as Director or other position (s), may be removed from office by the Board of Directors for good and sufficient cause by



a 2/3's vote of the Board of Directors present, provided notice to remove the Director has been given to all Directors of the Club. If a Director is removed by the Board of Directors, the Board of Directors may appoint a successor to the position (s) for the remainder of the term (s) being filled.

A Member of the Board of Directors may also be removed from office for good and sufficient cause at a meeting of the Members of the Club provided notice to remove the Director has been given to persons entitled to attend the Members' meeting. If a Director is removed at a Members' meeting, the Members entitled to vote may elect a successor to fill all position (s) held by the removed Director for the remainder of the term (s) being filled.

### **Conflict of Interest and Standards of Conduct**

The Directors shall be subject to the **Conflict of Interest Policy 21.0** in Ontario Soccer's published rules.

### **Duties of Board of Directors**

The Board of Directors shall conduct the business of the Club during the periods between general meetings of the Club and in accordance with the authority granted to it in the published rules of the Club.

The Board of Directors shall be responsible for the appointment and renewal of appointments of all positions within the Club except for those positions elected by the Membership of the Club. This shall include the appointment of volunteer and paid positions for coach and administrator positions within the Club's operations. The selection process and the appointments shall be based on procedures outlined in the Club's published rules.

The Board of Directors may also revoke, for cause, any appointment providing that it has followed the procedures for the revoking an appointment as outlined in the Club's published rules.





## **Duties of Directors**

### *President*

Except:

1. As provided for in the Dispute Resolution Policy of Ontario Soccer, and
2. Where the President delegates the responsibility to another person,

The President shall reside at all general meetings of the Club and of the Board of Directors. The President shall be ex officio a member of all committees, except any nominations committee; shall appoint all chairs of standing and special committees subject to ratification by the Board; coordinate all duties of the Board, committees, staff; and shall be the spokesperson for the Club.

### ***Vice-President***

The Vice President shall act in the absence of the President and shall have other powers as assigned by the Board of Directors.

### **Treasurer**

The Treasurer shall ensure that full and accurate records are kept of the accounts of the Club; shall report to the Board of Directors at least once per quarter; and shall submit an Annual Report to the Annual General Meeting.

### **Secretary**

The Secretary shall maintain a record of all minutes of the organization; maintain copies of all committee reports; notify officers and committee Members of their election or appointment; furnish committees with those documents required to perform their duties; sign all certified copies of acts of the organization, unless otherwise specified in the Club's published rules; maintain record books in which bylaws, published rules and minutes are entered and have the current record books available at each meeting; send to the Membership a notice of each general meeting; send to the Board of Directors notices of each meeting; conduct the general correspondence of the organization



that is not the proper function of another office or committee; prepare, prior to each meeting in consultation with the presiding officer, an order of business; and, in the absence of the president and vice-president, preside until the immediate election or appointment of a new presiding officer.

## **Law or Club Constitution**

### *Other Director Positions*

The duties of other Director Positions shall be determined by the Board of Directors.

## **Nominations and Elections**

Nominations for positions on the Board of Directors may be made by any Member at the annual general meeting or at a Special General Meeting called for that purpose.

Nominations and elections for positions open shall be held in the order of the positions listed in the Constitution.

Election shall be by secret ballot, but in the event only one candidate is nominated, no vote is required and the nominated candidate shall be declared elected by acclamation.

A majority of the votes cast shall be required to elect Directors. In the event no candidate receives a majority, the candidate with the least votes shall be dropped from the ballot and another vote shall be held.

## **Article 6: MEETINGS                      General Meetings**

An official notice of each meeting shall be given to all Members at least 14 days before the meeting is to be held, at such place, and at such date as the Board of Directors may determine. Such notification shall be by **[Note 8]**

[Note 8: insert any of the following methods of notification:

- Regular mail
- Email



- Fax
- Website notice
- Newspaper announcement
- Public notice
- Posting at Club office
- Any other method determined by the Members

Twenty five voting Members\* or 25% of the voting Membership, whichever is less, shall form a quorum at all general meetings of the Club. Any question shall be decided by a majority of the votes unless otherwise required by this By-Law or other law.

### **Annual General Meeting**

The Club shall hold its Annual General Meeting not later than January 31 of the following year. The agenda of the Annual General meeting shall include:

1. Roll Call
2. Credentials Report
3. Minutes of Previous Annual General Meeting
4. President's Address
5. Officers' Reports
6. Treasurer's Report
7. Auditor's Report
8. Appointment of Auditors
9. Other Reports
10. Unfinished Business
11. Amendments to the By-Laws
12. Roll Call
13. Election of Officers and Directors
14. Any Other Business
15. Adjournment



## Special General Meeting

A Special General Meeting of the Club:

- a) May be called by the Board of Directors, or
  - b) Shall be called by the Board of Directors upon receipt of a written request submitted to the Club by registered mail, certified mail, trace mail, courier service, hand delivery, fax or e-mail, signed by not less than 25 Members or 25% of the voting Membership, whichever is less, setting out the items of business to be conducted at the Special General Meeting. The Special General Meeting shall be held within 30 days of receipt of the written request from the Members.
- Only the business set out in the notice of the Special General Meeting shall be considered.

## Law or Club Constitution

### Voting at General Meeting

Every regular Member aged 16 and over shall have the right to attend, speak and cast one vote at Members' meeting of the Club.

Every regular Member under the age of 16 shall have the right to attend and speak at Members' meetings, but any vote must be cast by a parent or guardian who shall also have the right to attend and speak on behalf of that Member at Members' meetings.

### Proxy Voting at General Meeting

Every regular Member, or parent or guardian of a regular Member under the age of 16, entitled to vote at a meeting of Members may by means of a proxy appoint a person, who need not be a Member, as the Member's nominee to attend and act at the meeting in the manner, to the extent and with the power conferred by the proxy.



### **An individual may only hold one proxy.**

The format for the proxy, and the issue, or issues, for which the proxy may be cast are as defined in the Rules and Regulations.

### **Board of Directors Meeting**

The Board of Directors shall meet at least 4 times per year, upon 14 days' notice given by the President and Secretary, at such place and time as the Board of Directors may determine.

A majority of the Members of the Board of Directors shall form a quorum at all meetings of the Board. Questions arising at any meeting shall be decided by a majority of votes where each director is entitled to cast one vote.

### **Article 7: COMMITTEES**

The Membership at any general meeting, or the Board of Directors at any meeting of the Board, may establish a standing committee or special committee to carry out specific business or programs of the Club.

### **Article 8: PROCEDURES GOVERNING MEETINGS**

All meetings of the Club shall be conducted in accordance with the most recently published Robert's Rules of Order Newly Revised except as may be otherwise stipulated in this By-Law or other Rules and Regulations of the Club.

### **Article 9: BY-LAWS AND AMENDMENTS**

(a) By-Law amendments may be proposed by the Board of Directors, or submitted by a Member to the Club in writing at least 21 days prior to a general meeting of the Club; and must be approved by a majority vote of the Board of Directors, and by a 2/3's vote of the Membership voting in person or by proxy at a meeting of the Club duly called for that purpose.



(b) All Members entitled to vote shall be notified with the Club's notice of the said Members' meeting about By-Law amendments.

Such notification shall be by [Note 8]

## **Article 10: RULES AND REGULATIONS**

The Club shall have Rules and Regulations which shall include, but is not limited to, the following:

- a) Discipline of a Member: summary of charges regarding misconduct
- b) Discipline of a Member: procedures for discipline hearing
- c) Duties of Board of Directors: authority granted to Board regarding the business being conducted
- d) Duties of Board of Directors: selection process and appointment process for the appointment and renewal of appointments to the League's paid and volunteer positions
- e) Duties of Board of Directors: process for revoking appointments
- f) Voting at General Meeting: format for the proxy, and the issue, or issues, for which the proxy may be cast

The Board of Directors may approve and publish Rules and Regulations which are not inconsistent with this By-Law and are not inconsistent with the Rules and Regulations of a higher level governing organization.

Amendments to the Rules and Regulations may be made by a majority vote of the Board of Directors or the Members at a General Meeting.

## **Article 11: INDEMNITY**

Members of the Board of Directors or other servants to the Club, their heirs, executors, administrators and estate and effects respectively shall be indemnified and saved harmless at all times by the Club against all costs, losses and expenses incurred by them respectively in or about the discharge of their respective duties, except such as happens from their own respective willful neglect or default.



## Article 12: FINANCE

The financial statements of the Club shall be

- a) Presented annually subject to the minimum requirements as defined in d);
- b) Based on a defined fiscal year end as defined in f);
- c) Presented to the members at the Annual General Meeting;
- d) **(Select the applicable clause below based on the gross revenue of your Club)**

- Audited, as defined by the Canadian Institute of Chartered Accountants (CICA), by a public accountant if the Club's annual gross revenue is greater than or equal to \$150,000 or the Club has greater than or equal to 1000 registered players.

- Reviewed by Public Accountant, Certified General Accountant or a Certified Management Accountant through a Financial Review Engagement, as defined by CICA, if the Club's annual gross revenue is less than \$150,000 but greater than or equal to \$100,000, or the Club has less than 1000 but greater than or equal to 500 registered players .

- Signed with a Notice to Reader prepared by a Public Accountant,

Certified General Accountant or a Certified Management Accountant less than \$100,000 but greater than or equal to \$10,000.00. Completed by the Treasurer or designate, if the Club's annual gross revenue is less than \$10,000

e) If an auditor is required:

I. At each Annual General Meeting, the Members will appoint an auditor to audit the books, accounts and records of the Club who will report to the Members at the next Annual General Meeting. The auditor will hold

II. The members may, by special resolution passed by at least two thirds of the votes cast at a general meeting of which proper notice has been provided, remove any auditor before the expiration of the auditor's term of office;



- III. The auditor will not be a director, officer or employee of the Club or any affiliated Club or who is a partner, employer or employee of any such director, officer or employee;
- IV. The auditor will report to the members at the annual general meeting the auditor's financial statement which presents fairly the financial position of the Club and the results of its operations for the period under review in accordance with generally accepted account principles;
- V. The auditor's report will be open for inspection by any member of the Club.
- VI. The fiscal year of the Club shall end on [Note 9] of each year, unless otherwise ordered by the Board of Directors.

[Note 9: insert the date on which the fiscal year will end]

### **Article 13: DISPUTE RESOLUTION**

The Club shall adhere to the Dispute Resolution process as published and approved by Ontario Soccer from time to time.

Any Member of the Club may initiate the Dispute Resolution process by communicating in writing to Ontario Soccer, with a copy to the Club and District Association, the nature and facts of the dispute. Ontario Soccer, at its discretion, may proceed with the Dispute Resolution process by assigning one or more neutral persons to the dispute.

The Dispute Resolution process shall not to be used for game discipline which follows the normal discipline and appeals process.

The Club shall make available to any Member the Dispute Resolution process when requested.

### **Article 14: HARASSMENT**

The Club shall adhere to the Harassment Policy as published and approved by Ontario Soccer from time to time.





The Harassment Policy shall apply to all employees, directors, officers, volunteers, coaches, game officials, administrators, players, members and registrants of the Club.

Harassment is defined as any comment, conduct, or gesture directed toward an individual or group of individuals which is insulting, intimidating, humiliating, malicious, degrading or offensive. It includes, but is not limited to, sexual harassment.

The Club shall make available to any Member the Harassment Policy when requested.

## **Article 15: APPEALS**

- a) Any Member or registrant of the Club directly affected by a decision of the Club may appeal such decision. The denial or termination of Membership in the Club may be appealed by a non-Member.
- b) A decision of the Club may be appealed to the District Association with which the Club is affiliated.

The appeal shall be conducted in accordance with Ontario Soccer's and District Association's published rules.

- c) An individual shall not appeal a decision made by the Board of Directors regarding the appointment, non-appointment, reappointment or revocation of an appointment of an individual to any coach or administrator position within the Club's operations, except where the selection, appointment and revocation process outlined in the Club's published rules has not been followed.
- d) An individual shall not appeal a decision made by the Club regarding a player's team assignment.

## **Article 16: DISSOLUTION**

In the event of dissolution of the Club, and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of by the Board of Directors to one or more not-for-profit



soccer related organizations, or any not-for-profit athletic community organizations, which operate solely in Ontario.

## Article 17: DEFINITIONS/TERMINOLOGY

Terminology used in this By-Law shall have the same meaning as used by Ontario Soccer in its letters patent, By-Laws and published rules.

## Volunteer Job Application (Part A)

The following information on the Club Application Form represents the minimum inclusion under each section.

### SECTION A: PERSONAL DETAILS

Name: \_\_\_\_\_

Tel Home: \_\_\_\_\_

Tel Cell: \_\_\_\_\_

Fax: \_\_\_\_\_

Address: \_\_\_\_\_

City/Town: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Email Address: \_\_\_\_\_

Coaching Position Preferred: (Age Group & Gender)

1<sup>st</sup> Choice: \_\_\_\_\_

2<sup>nd</sup> Choice: \_\_\_\_\_

3<sup>rd</sup> Choice: \_\_\_\_\_

Do you have a son/daughter currently playing with the Club? YES/ NO

### SECTION B: QUALIFICATIONS

N.C.C.P. Number: \_\_\_\_\_

Pre B License Course: \_\_\_\_\_

ONTARIO SOCCER Coach Number: \_\_\_\_\_

B License Part 1 (Provincial) \_\_\_\_\_

Community Coach Child: \_\_\_\_\_

B License Part 2: (National): \_\_\_\_\_

Community Coach Youth: \_\_\_\_\_

National A License: \_\_\_\_\_



## Volunteer Job Application (Part B)

### SECTION E: REQUIREMENTS

Section E is not required on applications for low risk positions.

1. A photocopy of your coaching levels attached to this application form.
2. A current police records check is a requirement of this position. A copy of such should be available for review at the time of interview.
3. Personal References (3)

Name:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (H) \_\_\_\_\_ (W) \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (H) \_\_\_\_\_ (W) \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (H) \_\_\_\_\_ (W) \_\_\_\_\_

4. A Personal Interview

Coaching candidates may be required to conduct a practice prior to selection to a coaching position.



<b>SECTION F:</b>		This application is submitted and held in confidence	
For Club use only:			
_____		Date Received:	_____
Date Received:	Qualifications:	_____	Date Completed: _____
_____		Date Completed:	_____
Police Records	Check:	_____	Date Completed: _____
Check:	_____	Date Completed:	_____
[ If necessary):		_____	Date Completed _____
Interview:			
Resume Attached:		Yes	No

### DEADLINE FOR RECEIVING THIS APPLICATION



## Job Description—Chairperson (Template 1)

**RESPONSIBLE TO:** Committee Members

### ACTIVITIES

- To chair the meetings and act as principal officer throughout the year, by making decisions whenever the need arises, in consultation with other officers when appropriate.
- To attend meetings in a neutral and uncommitted capacity, to enable the group to have a discussion with a neutral person in the chair
- Act in either an executive role or ambassador role as the need arises.

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- To provide direction for the club by effective leadership and management.
- Monitor and evaluate the progress of agreed actions—both short term and strategic
- Ensure that succession and forward planning are integral and ongoing in the club
- Manager other club officers to ensure the delivery of their responsibilities
- Ensure that the two common elements mentioned above are in place and followed by members
- Ensure that the club structure and responsibilities are transparent and available to the membership
- Represent (or arrange a representative for) the club on the constituent body committee)

### MEETINGS TO ATTEND

- Main Committee Meetings
- Subcommittee meetings by request
- Club annual general meeting if appropriate □ District annual general meeting
- Ontario Soccer Forums and meetings if appropriate



## Job Description – Chairperson (Template 2)

### RESPONSIBILITIES

The Chairperson is responsible for ensuring that the Board of Directors and its members:

- Is required to register within Ontario Soccer's AIMS database;
- Are aware of and fulfill their governance responsibilities;
- Comply with applicable laws and bylaws;  
Conduct board business effectively and efficiently;  
are accountable for their performance.

In order to fulfill these responsibilities, and subject to the organization's bylaws, the chairperson presides over meetings, proposes policies and practices, sits on various committees, monitors the performance of Directors and Officers, submits various reports to the board, to funders, and to other "stakeholders"; proposes the creation of committees; appoints members to such committees; and performs other duties as the need arises and/or as defined in the bylaws.

- The chairperson is accountable to the Board of Directors or Members as specified in the bylaws. The Chairperson may delegate specific duties to the Executive Director, Board members and/or committees as appropriate; however, the accountability for them remains with the President.

### DUTIES

- Ensures that an agenda is planned for board meetings. This may involve periodic meetings with committee chairpersons and the

Executive Director to draft annual and meeting agendas and reporting schedules;

- Chairs meetings according to accepted rules of order for the purposes of encouraging all members to participate in discussion;
  - arriving at decisions in an orderly, timely and democratic manner;
  - Votes as prescribed in the bylaws. In boards that operate with and executive committee, the Chairperson performs the above duties for the executive committee;
 To serve as a voting member of the committee (if specified in the bylaws);
- To negotiate reporting schedules;
- To identify problems and assist the committee chairperson to resolve them, and if necessary, to bring them to the attention of the Board of Directors;
- Meets periodically with the executive director;
- Ensures that periodic performance reviews of the executive director are conducted;



- Participates in the hiring and evaluation of the executive director;
- Representing the organization to the media;
- Representing the organization on governmental or nongovernmental



## Job Description—Administrator (Template 1)

**RESPONSIBLE TO:** The Main Committee

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Manage and ensure action on club correspondence including legal and insurance matters
- Maintain records of all members and former members of the club
- Provide such club details as required by the District or Provincial Association
- Ensure all relevant forms and publications are with the responsible officers and make the system available to all members
- Organize A.G.M., executive Committee and Club meetings
- Record disciplinary matters
- Attend such meetings and conventions as required by the executive committee
- Manage paid staff
- Manage Annual Awards evening

### MEETINGS TO ATTEND

- Main Committee Meetings
- Annual General Meeting if appropriate
- District Annual general Meeting
- District forums and meetings if appropriate

### PERSONAL TRAITS/QUALITIES

- Possess good Information Technology skills
- Interest
- Positive role model
- Fair-minded, sportsmanlike approach
- Ability to communicate with players, parents, and officials
- Patience, understanding and a sense of humour
- Ability to exercise good judgement in the management and recruitment of staff





## Job Description—Administrator (Template 2)

This unit group includes administrators who plan, organize, direct, control and evaluate the programs and activities of social service and community agencies, and non-governmental organizations.

### DUTIES

Administrators in this unit group perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the delivery of social and community service programs;
- Manage the operations and activities;
- Administer programs of membership organizations;
- Establish administrative procedures to meet objectives set by board of directors or senior management;
- Direct and advise professional and non-professional staff delivering services and programs to the general public and to the organization or association membership;
- Plan, administer and control budgets for programs, equipment and support services;
- Represent their respective organizations for the purpose of government liaison and media relations;
- Participate in policy development by preparing reports and briefs for management committees and working groups;
- Hire and provide training for professional and non-professional staff.

### REQUIREMENTS

- Is required to register within Ontario Soccer's AIMS database.
- Several years of experience in a related occupation, such as a community and social service worker, social or health policy researcher, consultant or program officer, or social worker.
- Managers of associations and membership organizations require extensive experience in a related occupation, trade or industry.



## Job Description—Coach (Competitive/All Star/Select)

**RISK LEVEL:** High Risk Position

**RESPONSIBLE TO:** Competitive Team Coordinator

### GOALS

- Instruction in advanced soccer skills
- Positional play and individual roles on a team
- Competition at a high level of play
- Building and maintaining team chemistry while fostering individual excellence
- Encouraging commitment and self-discipline
- Playing for the 'love of the game'

### ACTIVITIES

- Weekly practice & game (s) for players (maximum number of players as set by the league)
- Tournament play - travelling and overnight stay
- Upgrading qualifications through coaching certification clinics as mandated by the Club and the League

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Establishment of a Coaching staff: Assistant( s), Manager, Trainer in accordance with Club policy
- Team Committees with assigned responsibilities as determined by Coach and facilitated through the Team Manager
- Establish behaviour expectations on part of players □ Extensive knowledge of the Game
- Attendance at Competitive Coaches' meetings
- Participation in all related coaching clinics as established by the Club
- Familiarity with Club policies pertaining to Competitive teams □ Familiarity with the Club's Competitive Coaches' Code of Conduct
- Background in injury prevention and management
- Adherence to coaching standards as set by the Head Coach
- Shall embrace Club values, principles, and policy as per Club Constitution
- Shall demonstrate the ability to set and maintain standards for players (i.e. respect, self-discipline, fair play)



### **SKILLS/QUALIFICATIONS/EXPERIENCE**

- As set by the Club and the League in the team plays
- Knowledge of all aspects of the Game
- Experience as a player with ability to instruct through demonstration
  - Ability to relate to the 'age' of the player
  - Minimum age requirement – 18

### **PERSONAL TRAITS/QUALITIES**

- Interest
- Positive role model
- Fair-minded, sportsmanlike approach
- Ability to communicate with players, parents, and officials
- Patience, understanding and a sense of humour
- Ability to exercise good judgement and to discipline in accordance with Club General Policy and Competitive Coaches' Code of Conduct

### **ORIENTATION TRAINING**

- Maintaining coaching levels as established by Ontario Soccer/ Club/League
- Awareness of personal health issues and safety practices
- Clear understanding of Club policy regarding Competitive team matters

### **SUPPORT/SUPERVISION & EVALUATION**

- Club Head Coach (CHC) will be in attendance at random practices and/or games
- Respond to directives from Competitive Team Co-ordinator
- Player/ Parent evaluation forms as per Club policy

### **MANDATORY ACTIVITIES**

- Clinics as mandated by the Club
- Weekly practice (s) and game (s)/tournaments
- Player evaluation and selection Communication with parents

### **WORKING CONDITIONS**

- Indoors/Outdoors - variety of practice conditions
- Times for practices
- Commitment from approval by Selection Committee to end of season

### **BENEFITS (VOLUNTEER)**

- Working with young people
- Imparting the values of active participation, team work, and fair play
- Overseeing the development of players to their potential



- Assisting athletes in trying to be the best that they can be
- Community contribution

### SCREENING MEASURES

- Competitive team application form with personal references to be checked
- Interview (s) with Competitive Team Selection
- Committee
- Mandatory Police Records Check
- Documented monitoring by Club Representative (s) such as CHC



## Job Description—Coach (Recreational U16—U19)

**POSITION:** Recreational Team Officials (HOUSE LEAGUE U16 - U19)

**RISK LEVEL:** Medium Risk Position

**RESPONSIBLE TO:** Age Group Convenor

### GOALS

- Instruction in soccer skills as set out by the Club
- Positional play and individual roles on a team
- Competition at an appropriate level of play
- Encouraging self-confidence and individual skill development through positive reinforcement
- Building and maintaining team chemistry
- Establish codes of 'fair play' and reinforce values of 'good sport'

### ACTIVITIES

Weekly practice & game (s) for players as mandated by the Club

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Communication with players, parents (i.e. practice/game schedules; half time snacks ; ) and Club
- Player information forms (team roster; medical concerns; injury authorization) on hand for all practices & games
- Familiarity with guidelines for reporting Child Abuse
- Ability to set and maintain standards for players relating to respect, discipline and fair play
- Prepared to referee (or designate) if necessary
- Attendance at meetings and clinics as organized by the Club
- Awareness of Club policies relating to player safety (i.e., weather advisories, heat policies, field conditions) □ Familiarity with Recreational Coaches' Code of Conduct
- Distribution of player equipment as issued by Club

### BOUNDARIES/ LIMITATIONS

- Shall never be alone with a player
- Shall not be responsible for transportation to/from practices/games/tournaments
- Shall not be responsible for water or snacks



- Shall be a role model - no drugs/alcohol/smoking or abusive language at practices/games/tournaments
- Shall comply with the Dress Code as defined by the Club
- Shall adhere to Ontario Soccer and Club policies
- Shall embrace Club values, principles, and policy as per Club Constitution
- Shall demonstrate the ability to set and maintain standards for players (i.e., respect, self-discipline, fair play)

### **SKILLS/QUALIFICATIONS/EXPERIENCE**

- As required by the Club
- Knowledge of games and playing experience an asset
- Ability to relate to the players based on age, gender, and ability
- Minimum age as set by Club (with coaches under 18 requiring written permission per Club policy)

### **PERSONAL TRAITS/QUALITIES**

- Interest
- Positive role model
- Fair-minded, sportsmanlike approach
- Ability to communicate with players and parents
- Awareness of personal limitations and a willingness to seek assistance when necessary
- Patience, understanding and a sense of humour
- Ability to exercise good judgement

### **ORIENTATION TRAINING**

- Attending mandatory clinics as set by the Club
- Awareness of personal health issues and safety practices
- Clear understanding of Club policy regarding Recreational Team

### **MANDATORY ACTIVITIES**

- Clinics/Orientation sessions
- Weekly practice and game
- Events as scheduled by Club
- Administrative work as set down by Club (i.e. game sheets, player grading)

### **WORKING CONDITIONS**

- Outdoors according to Club policy re: weather & field conditions



**BENEFITS (VOLUNTEER)**

- Working with young people
- Imparting the values of active participation, team work, and fair play
- Developing individual soccer skills and introducing game skills and rules
- Community contribution

**SCREENING MEASURES**

- Completion of Recreational Coaching Application Form including personal references
- Other policies referenced in the Club's Support/Supervision/ Evaluation section
- A Police Records Check is required



## Job Description – Coach (Recreational and Mini-Soccer)

**RISK LEVEL:** Low Risk Position

**RESPONSIBLE TO:** League Convenor

### GOALS

- Instruction in basic soccer skills
- Active participation
- Introduction of team skills
- Enjoyment
- Establish codes of 'fair play' and reinforce values of 'good sport'

### ACTIVITIES

- Weekly practice & game (s) for players
- Coaching in game situations with equal participation
- As mandated by the Club

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Communication with parents (i.e., practice/ game schedules; half-time snacks;) and Club
- Record-keeping - player information (team rosters; medical concerns; injury authorization) on hand for practices and games
- Knowledge of Club policies re: player safety - heat/weather conditions during practice/ games; field conditions
- Familiarity with guidelines for reporting Child Abuse
- Distribution of player equipment as issued by Club
- Ensure players are properly outfitted relative to personal safety and as required by the Rules of the Games
- Familiarity with Mini-Soccer rules as issued by the Club
- Participation in all related orientation and coaching clinics sponsored by the Club
- Refereeing commitment for ½ of each game
- Playing background and/or work with children an asset

### BOUNDARIES/ LIMITATIONS

- Shall never be alone with a player
- Shall not be responsible for transportation to/from practice games/tournaments  
Shall not be responsible for water or snacks
- Shall be a role model - no drugs/alcohol/smoking or abusive language at practices/games/tournaments
- Shall comply with the Dress Code as defined by the Club





- Shall adhere to Ontario Soccer and Club policies
- Shall embrace Club values, principles, and policy as per Club Constitution
- Shall demonstrate the ability to set and maintain standards for players

### **Job Description—Coach (Recreational and Mini-Soccer) Continued**

#### **SKILLS/QUALIFICATIONS/EXPERIENCE**

- As required by the Club
- Minimum age as set by Club (with coaches under 18 requiring written permission per Club policy)

#### **PERSONAL TRAITS/QUALITIES**

- Interest
- Positive role model
- Fair-minded, sportsmanlike approach
- Ability to communicate with players and parents
- Patience, understanding and a sense of humour

#### **ORIENTATION TRAINING**

- Attending mandatory clinics as established by the Club
- Awareness of personal health issues and safety practices
- Working in best interests of players and the game of soccer

#### **SUPPORT/ SUPERVISION & EVALUATION**

- Convenor responsibility
- Random calls to parents to monitor coaching

#### **MANDATORY ACTIVITIES**

- Clinics/Orientation sessions
- Weekly practice and game
- Player evaluation (U-8's only)
- Communication with parents

#### **WORKING CONDITIONS**

- Indoors/ Outdoors - variety of practice conditions
- Appropriateness of weather/ field conditions for practices/games Times for practices

#### **BENEFITS (VOLUNTEER)**

- Working with young people



- Imparting the values of active participation, team work and fair play
- Introducing games skills and rules
- Community contribution

#### **SCREENING MEASURES**

- Completion of a simplified application form
- Initial group meeting outlining safe practices
- As per Support/Supervision & Evaluation guidelines



## Job Description—Treasurer/ Financial Manager (Template 1)

**RESPONSIBLE TO:** The Main Committee

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- To look after the finance of the Soccer Club
- Recommend action on financial matters to the committee
- Renew insurance annually
- Collect subscriptions and all money due to the committee
- Pay bills and record the information
- Keep up-to-date record of all financial transactions
- Ensure that all cash and cheques are promptly deposited in the Club account Issue receipt for all money received
- Report regularly to the committee on the financial position of the soccer club
- Financial planning include producing an annual budget and monitoring it through the year

### MEETINGS TO ATTEND

- Main Committee Meetings
- Annual General Meeting if appropriate
- Sub committees or working parties by request in an advisory capacity

### PERSONAL TRAITS/QUALITIES

- Book-keeping and accounting knowledge
- Possess good Information Technology skills
- Honest and discreet
- Positive role model



## Job Description—Treasurer/ Financial Manager (Template 2)

The Treasurer, subject to the direction of the BOD, has general charge of the financial affairs.

### DUTIES & RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database;
- Implement and/or maintain the bookkeeping system and accounting processes required to provide a detailed set of records of income and expenditures;
- Be responsible for all day-to-day bookkeeping and handling of accounts payable and account receivable issues;
- Have custody of all funds, securities, financial records and tax documents;
- Establish an annual operating budget as chairperson of the
- Budget Committee and submit it for BOD approval prior to the start of the fiscal year;
- Publish a monthly and year-end financial statement;
- Submit an Annual Report of Finances to the Board of Directors for presentation at the Annual General Meeting;
- File all reports to the appropriate Government Agency in a timely manner, including, but not limited to yearly income tax returns;
- Ensure that the \_\_\_\_\_ maintains a non-profit tax status;
- Pay all bills that are within the approved limits of the
- \_\_\_\_\_ annual operating budget or have been otherwise approved by the BOD, in a timely manner;



## Job Description—Welfare Officer

**RESPONSIBLE TO:** The Main Committee

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Ensure the club has a child protection policy and implementation plan
- Ensure each Code of Conduct is well publicised and adhered to
- In consultation with the District or Provincial Harassment Officer ensure all reported incidents are managed at the appropriate level in line with Ontario Soccer procedures
- Ensure all relevant club members are Police Checked
- Ensure all relevant club members are aware of training opportunities
- Ensure all parents are aware of the Club Policy on Child Protection and the correct protocols for voicing concerns
- Be aware of local social services contacts
- Sit on relevant committees
- Attend regional/ provincial training workshops when necessary

### PERSONAL TRAITS/QUALITIES

- Compassionate
- Discreet
- Attention to detail
- Positive role model
- Approachable and well informed

### FOR YOUR INFORMATION

#### Provincial Harassment Officers

West and South  
East and Central  
North  
Ontario Soccer

Mary Frances Carter  
Bo Hetherington  
Eric Sanderson  
Gerry Jennings

maryfrances@cartergroup.org  
bohetherington@yahoo.ca  
kimeric@sympatico.ca  
gjennings@ontariosoccer.net



## **Job Description—Volunteer Coordinator (Template 1)**

**RESPONSIBLE TO:** The Main Committee

### **RESPONSIBILITIES**

- Is required to register within Ontario Soccer's AIMS database
- Identify means of recruiting potential volunteers and to ensure that a policy of open recruitment when advertising for and appointing volunteers is implemented
- Formulate up-to-date Terms of Reference for volunteer position
- Appoint sufficient volunteers to formulate club committee and sub-committees
- To organize and support club events and activities
- Ensure volunteers are welcomed and given appropriate training and support to carry out their duties
- Promote and encourage new volunteers at events, tournaments and social evenings
- Identify means of recognizing and rewarding volunteers

### **MEETINGS TO ATTEND**

- Main Committee meetings to advise on the recruitment, retention and recognition and rewarding of volunteers
- Sub committees by request to give advice and induct new volunteers
- Annual general Meeting if appropriate
- Induction of new volunteers and provide existing volunteers with support and guidance

### **PERSONAL TRAITS/QUALITIES**

- Commitment to the cause
- Energetic
- Attention to detail
- Able to work as a team
- Approachable and well informed
- Good organizer
- Ability to mentor and act as a role model



## **Job Description—Volunteer Coordinator (Template 2)**

The position is that of coordinator of volunteers. S/he is responsible for developing and implementing the volunteer program in the following areas:

### **LOCATION OF RESOURCES**

- Developing and/or maintaining a time and talent tool for the congregation; Personal visits of new members;

### **RECORD KEEPING**

Develop and maintain a record system that is:

- Continually updated;
- Includes the desires of the member;
- Includes past involvement;
- Available to commissions and other members recruiting people;
- Discreet in written records.

### **RECRUITING**

- Direct recruiting for specific tasks in the day-to-day operation of the organization;
- Provide information of people available to commissions for various areas they might need people;
- Advise commissions and people on sound volunteer recruiting methods resource material available.

### **SUPERVISION**

- Will supervise some of the day-to-day operations;
- Will meet quarterly with the stewardship commission.

### **ORIENTATION AND TRAINING**

- Will be responsible for the orientation of new members to the volunteer program;
- Will orient and train people for day-to-day operations;
- Will advise and help set up orientation and training sessions for volunteers in other activities.



## **Job Description—Fundraising Coordinator (Template 1)**

### **RESPONSIBLE TO: The Main Committee**

#### **RESPONSIBILITIES**

- Is required to register within Ontario Soccer's AIMS database
- Raise Funds
- Manage the volunteers involved in fundraising projects
- Apply for grants/sponsorship or other forms of financial assistance from organizations such as businesses, charities or municipalities.
- To co-ordinate fund raising events
- To ensure events and activities are properly licensed with local authorities
- To promote fund-raising activities in press (where there is no PR Officer)
- To ensure that funds are properly accounted for and information is passed on to the Treasurer
- Sale of lottery style draws or raffles on a regular basis, probably weekly

#### **MEETINGS TO ATTEND**

- Main Committee meetings to advise on the progress of current fundraising projects
- Sub committees when necessary to focus on larger fundraising projects.

#### **PERSONAL TRAITS/QUALITIES**

- Commitment to the cause
- Energetic
- Attention to detail





## Fundraising Coordinator (Template 2)

### DESCRIPTION

The Fundraising Coordinator is responsible for coordinating fund raising tasks related to

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### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Researches, plans and implements corporate funding strategies (i.e. business & corporate sponsorships for events, festivals and select other projects)
- Researches prospective foundation sources and prepares grant applications as necessary;
- Researches prospective major funders and prepares and implements fundraising strategies;
- Designs and implements direct mail packages as needed;
- Updates comprehensive records of funders, sources of funds, organizations, etc.
- Manages and tracks pledges;
- Keeps committees and solicitors organized and updated;
- Helps prepare and manage approved annual fundraising budgets and timelines;
- Researches and coordinates the development and implementation of fundraising activities;
- Performs other related duties as assigned.

### QUALIFICATIONS

- Bachelor degree preferred, or equivalent training and experience in fund raising related field to demonstrate fundraising expertise;
- Proven success record in fund development;
- Demonstrated success in personally building, developing and retaining strong, positive relationships with major public and private sector funders;
  - Effective oral and written communication and analytical skills; □ Demonstrated computer database management skills (i.e. membership, donor/funders, etc.);
- Sound organizational skills; self-motivated; creative;
- Ability to establish and maintain effective working relationships, including staff members and to work well with others in a team situation;
- Loyalty to staff team and ability to keep records and information confidential;
- Knowledge of \_\_\_\_\_ programs is preferred



## Job Description—Convener (Template 1)

**RESPONSIBLE TO:** Tournament/ Event Committee

### RESPONSIBILITIES

- Is required to register within Ontario Soccer's AIMS database
- Direct Competitors, Teams and Public to relevant field
- Manage other volunteers (when appropriate)
- Assist Tournament Director and Committee in the successful completion of event
- To co-ordinate site specific events (outside the field of play)
- To ensure events and activities run on time
- To promote the Club to new visitors
- Be presentable and helpful at all times
- Promote fundraising activities that may be running on the same day (Food, Raffle etc.)

### MEETINGS TO ATTEND

- Tournament/ Event Committee meetings (when required) to be updated on progress
- Review Meetings following Tournament/ Event weekend

### PERSONAL TRAITS/QUALITIES

- Commitment to the cause
- Energetic
- Attention to detail
- Ability to think creatively
- Able to lead a team
- Approachable and well informed
- Good organizer
- Ability to mentor and act as a role model



## Convener (Template 2)

**REPORTING:** The Convener reports to the President.

### DUTIES

- Is required to register within Ontario Soccer's AIMS database
- Manage the Division within the spirit, rules, and regulations of \_\_\_\_\_;
- Ensure that decisions of the Board of Directors and the President are carried out as required;
- Ensure issues are brought to the attention of the President;
- Participate in annual registration activities;
- Participate in the identification of potential summer competitive team managers/coaches if necessary;
- Ensure that managers/coaches are provided schedules, House League rules, equipment, uniforms, and team lists prior to the commencement of each season;
- Attend the coaches meeting prior to the season;
- Ensure that all paperwork for criminal checks and volunteer applications is obtained before the spring season starts;
- Maintain division scores and standings;
- Act on behalf of managers/coaches in any discussions necessary with the President and Board of Directors;
- Ensure that managers/coaches are acting within the spirit, rules and regulations of \_\_\_\_\_. This will require occasional attendance at games to observe teams and ensuring that teams are balanced after the first week of spring season play so that there is equal competition in the Division;
- Assist in the organization of League events as required;
- Assist in organizing summer try-outs as required;
- Deliver trophies to final regular season games;
- Ensure that managers/coaches return all equipment at the end of the season;
- Submit a year-end report to the President which will be used in the preparation of his/her report at the Annual General Meeting.



## **Equipment Manager (Template 1)**

**RESPONSIBLE TO:** Club Head Coach/ Club Committee

### **RESPONSIBILITIES**

- Is required to register within Ontario Soccer's AIMS database
- Audit Club stock of uniforms and equipment
- Appraise condition of current equipment
- Establish an ordering process for each season
- Develop a contact list of approved suppliers
- To co-ordinate equipment replenishment as and when required
- To ensure that all teams and coaches are equipped and presentable for the forthcoming season

### **MEETINGS TO ATTEND**

- Main Committee meetings to advise on the budgeting and expenses in relation to uniform and equipment
- Team Meetings to report on equipment supplies and receive future requests

### **PERSONAL TRAITS/QUALITIES**

- Commitment to the cause
- Energetic
- Attention to detail
- Ability to think creatively
- Able to work on own initiative
- Well informed on equipment/ uniform innovations
- Well informed about equipment/ uniform supply chains
- Very well organized



## Equipment Manager (Template 2)

### SUMMARY

- Is required to register within Ontario Soccer's AIMS database □ Oversee the daily operations of the equipment.
- Interview and select staff members.
- Plan and coordinate work schedules, assign duties, train, and develop attendants.

### WORK PREFORMED

- Responsible for the fiscal management of the equipment budget for the \_\_\_\_\_;
- Plans budget for area of responsibility; purchases equipment and supplies needed;
- Receives shipment of goods, reconciles vendor billings with goods receives and approves payments of bills; responsible for operating within a budget set by the \_\_\_\_\_;
- Also makes recommendations during the planning stages of the annual budget;
- Coordinate and participate in activities related to the storage and issuance of athletic clothing, uniforms and equipment
- Ensure the availability of uniforms and equipment;
- Create and maintain the operations manual for equipment operations;
- Interpret and advise coaches and staff members on policies and procedures that pertain to equipment operations;
- Coordinate the maintenance and repair of athletic equipment, uniforms and facilities; inspect equipment for defects;
- Perform other related duties incidental to the work described herein;
- The above statements describe the general nature and level of work being performed by individuals assigned to this



## Job Description—Special Projects Coordinator (Template 2)

### DESCRIPTION

The Special Project Coordinator will be responsible for handling certain vital work related to special projects or other work assigned by the Executive Director. Specific tasks will be assigned based on current priorities and needs.

### DUTIES

- Is required to register within Ontario Soccer's AIMS database
- Special projects, work assignments and duties will vary for the particular Special Project Coordinator, and from time to time, based on priorities and needs;
- Expected results and working title(s) for the position will be established by the Executive Director, and may be modified as appropriate and needed from time to time;
- Develops and carries out a comprehensive outreach plan, working with managers and others to assure strong service delivery occurs in a culturally competent, accessible, and user friendly fashion;
- Develops, coordinates and carries out comprehensive community education program to get key information about resources, programs and services.
- Researches and identifies prospective new funding sources, donated services, volunteers, and other resources to support work;
- Develops funding proposals, reports, requests, presentations, and other items needed for existing or prospective funding sources and supporters;
- Works with staff and others to develop and successfully carry out and support multi-faceted resource development plan;
- Coordinates grant proposal and current grant work and administration with managers, other staff, funding sources, and other involved parties.

### QUALIFICATIONS

- Bachelor's degree.
- Past experience developing funding proposals, reports, and presentations.
- Knowledge, skills, and abilities to perform duties above.
- Ability to operate and carry out assignments in a complex, multifaceted organization, service delivery system, and environment.
- Proven track record of carrying out complex assignments and/or managing projects in timely, high-quality, and successful manner.
- Ability to work independently with excellent use of judgment and discretion.
- Oral and written communications skills which will allow the employee to effectively and professionally communicate with individuals with disabilities and other individuals over the telephone, in writing and in person.
- Interpersonal skills which will allow the employee to maintain productive working relationships with all staff members and to work on an interdisciplinary team with other professionals.



- Organizational skills which will allow the employee to manage multiple priorities and tasks and meet self-imposed and externally set deadlines.
- Technical skills and other knowledge, skills, abilities and education needed for particular projects or work assignments.
- Demonstrable interest in carrying out the mission of the \_\_\_\_\_.



## Technical

### Technical Plan

#### Four Corner Model

The Four Corner LTPD model consists of technical, psychological, physical and social/emotional components.

Each corner of the model reflects a wide aspect of a player's development that has to be considered. The gradual progressive development of players is fundamental to the enjoyment, technical competency and retention in the game. The Four Corner approach places the player at the center of the development process with soccer experiences that meet the four key needs of the player.

#### Game Leader

The objective of the Game Leader program is to allow for an improved, child friendly approach to supervising small sided games for children U6-U8 and creating more opportunities for parents to get involved.

The Game Leader will be trained to achieve a few objectives on the field:

- Enable children to have a fun and rewarding experience while competing in small sided games.
- Ensure player safety.
- Implement simplified rules while keeping the game moving -- limiting stoppages and assisting the young players with all restarts.

#### Respect in Sport

The Respect in Soccer program was introduced in 2011 to provide coaches with invaluable information about coaching and essential approaches around working with youngsters in an appropriate respectful and nurturing coaching environment. RiS is an e-learning program for coaches, trainers, managers and any adult with a supervisory role over youth involved in soccer. It is designed as a tool to assist participants in identifying and dealing with abuse, neglect, harassment and bullying in sport. This certification is to be renewed every five years.

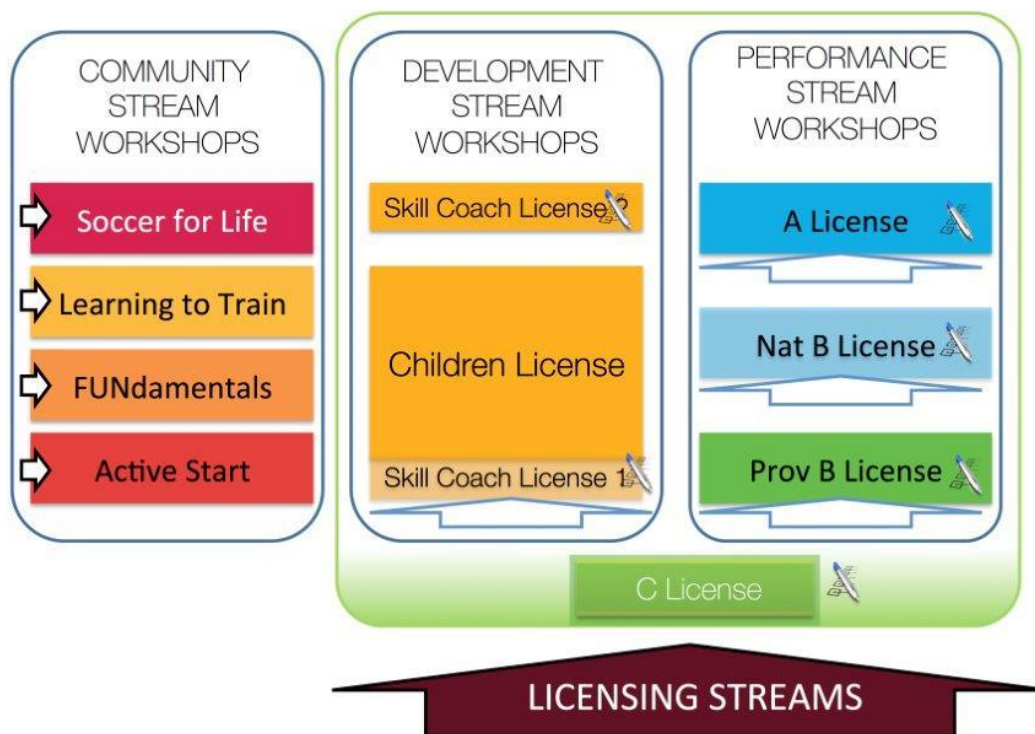




## Coach Pathway



### Coach Education Model



Canada Soccer has developed the Canada Soccer Pathway (LTPD) and tailored the Coach Education Program to this Model. As a result, a two-streamed education program has been developed in conjunction with the NCCP that will meet the needs of both developing coaches and the sport itself. The Streams through which a coach may enter and/or advance are:

- Community Coach Stream
- Licensing Stream (Please note that the Children & Skills Licenses are currently being developed and will focus on those coaches who specialize working with players U12 and below)

There are no pre-requisites to enter the Community Stream Workshops and contain no evaluation component while the entry requirement for the Licensing Stream beginning with the

C License is a Soccer for Life completion. Please note that the Development Stream Workshops are currently being developed.



The first 4 NCCP Community Courses, they are as follows:

- Active Start: U4-U5
- FUNdamentals: U6-U8
- Learn to Train: U9-U12
- Soccer for Life: U13+

### Player Evaluation Forms

This resource has been created for Clubs, Academies, Coaches, parents and players. The information contained in this resource will help all parties involved in Ontario grassroots soccer to make educated decisions when considering the age/stage that a young player should train and compete at.

<http://www.ontariosoccer.net/images/publications/2015/player/grassroots/U9-U11-Player-Eval-Dec-10.pdf>

## Coach Development Plan

Each Club should have a Coach Development Plan that is a part of the overall Technical Plan or strategy. The Technical Plan should also be integrated into the Organizations Strategic Plan and be executed as part of the Organizations Operational Plan. A Coach Development Plan should include a minimum of the following –

- Budget
- Timeline
- Goals and Objectives – This could be outlined as one, two, three year outlines depending on the scope of the plan.
- Reporting Structure
- Relevance to Technical and Strategic Plan
- Staff Requirements
- Equipment Requirements
- Facility Requirements
- Marketing Plan

### Match Official Mentor Program & Development Plan

All Match Official Development programs including mentorship, Long Term Official Development, Women in Soccer Empowering Referees inquiries should be directed to the Manager, Match Officials at Ontario Soccer. All resources for Match Officials can be found on the Ontario Soccer website - <http://www.ontariosoccer.net/match-officials>. Rules of the Game, Respect in Sport, Forms and Severe Weather information can also be found here.



## FIFA 11+

The FIFA 11+ program is a complete warm-up programme to reduce injuries among male and female football players aged 14 years and older. The programme was developed by an international group of experts, and its effectiveness has been proven in a scientific study. Teams that performed the FIFA 11+ program at least twice a week had 30-50% fewer injured players.

The programme should be performed, as a standard warm-up, at the start of each training session at least twice a week, and it takes around 20 minutes to complete.

## ADDITIONAL INFORMATION


More information regarding all Ontario Soccer programs can be found at [www.ontariosoccer.net](http://www.ontariosoccer.net).

Organizations can also follow updates regarding programming, events, policy and procedure updates through various social media channels such as @OntariosSoccer and @ClubDevelopment on twitter.

Clubs and Academies are free to use any of the resources provided in this document but are also encouraged to contact Ontario Soccer if there are questions or need for clarification.



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