


**ONTARIO SOCCER**  
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# 2020 Operations Report

2021 Annual Meeting of the Membership

## 2020 Operations Report

The 2020 operating year will probably go on record as the most challenging period in the history of Ontario Soccer since the Second World War and the world pandemic of 1918-1919.

Since the Board of Directors approved the province wide suspension of soccer on March 12, 2020, our system went into a crisis management phase that tested our leadership and resilience. The global pandemic further exploited the fragility of our sport system where membership based sport organizations have a large dependency on membership fees to finance operations. As a result, very difficult decisions had to be made, some very unconventional. Programs were cut, staffing was reduced and for many, furloughed and eventually terminated.

Throughout it all, one objective was at the forefront; save an organization that in 2021 turned 120 years old, step up, and be a leader in the sport community to help lead us all back on a path to recovery.

This 2020 Operations Report provides an overall summary of a very much reduced and impacted state of Operations for Ontario Soccer.

I wish to recognize the leadership and support of the Board of Directors as well as the amazing staff (past and present) that demonstrated remarkable courage and sacrifice in support of this organization during this challenging period. We learned a lot about our organization and ourselves that only the unique circumstances of a global pandemic could have provided.

As we now all pull together on a path to recovery, we are more resilient and collaborative than ever before.

Yours in Soccer;

Johnny R. Misley  
CEO  
Ontario Soccer

## **SOCCER OPERATIONS**

### **Coaching Development Program**

In 2020, Ontario Soccer Coaching Development Program continued to deliver clinics and training across the Province at the local grassroots, Provincial and National levels in a blended format. Courses that were traditionally in-person in their entirety were adjusted in order for a portion to be delivered online and, when safe to do so, the remaining part in-person and on-field. It was the second year in which Ontario Soccer delivered Grassroots Coach Education to coaches online, increasing the accessibility to coaches across the province.

In the Advanced Coach Education program, there were 369 Coaches that attended the National C Licence course in Ontario. Courses took place in various Districts around the Province such as in London, Vaughan and Ottawa. With Canada Soccer restructuring the National B Licence into a single course, the B Licence Part 1 was no longer delivered by Ontario Soccer.

Over the course of the year, 649 Community Coaches were certified in Ontario Soccer Coaching Courses.

The joint Canada Soccer and National Coach Certification Program (NCCP) Grassroots Coach Education courses that ran in 14 Districts around the Province are as follows:

- Active Start: 2 courses, 9 Coaches certified
- Fundamentals: 8 courses, 108 Coaches certified
- Learn to Train: 17 courses, 219 Coaches certified
- Soccer for Life: 19 courses, 313 Coaches certified

### **Learning Facilitator Performance**

The feedback from the course candidates on Ontario Soccer's Learning Facilitators (LF) continues to be overwhelmingly positive even with the adjustment in delivery format. A total of 509 coaches out of the 649 (78%) who completed a course and responded to survey invitations, provided us with the following feedback:

- 92% of all coaches who attended the courses rated their Learning Facilitator as 'Excellent' and a further 7% rated as 'Good'. Providing a 99% rating of 'Excellent' or 'Good';
- 85% 'Strongly Agreed' and the remaining 15% 'Agreed' that the Learning Facilitator 'Created an enjoyable learning experience';
- 99% of coaches said they would return and do another course with their Ontario Soccer Learning Facilitator again if they were assigned.

## **Ontario Soccer Video Coach Evaluations**

In 2020, 132 coaches were provided the opportunity to be evaluated for Canada Soccer's C Licence or B Licence Part 1. Due to the effects of the global pandemic, only 50% of coaches were able to complete the evaluation process. Of the 62 coaches who were able to complete the evaluation process for the C Licence, a total of 41 (66%) coaches were successful.

## **Female Coach Mentorship Workshops (Did not operate in 2020 due to COVID)**

### **Other**

The Ontario Soccer Goalkeeper Coach Certificate was launched in December 2019 and is entirely online, allowing the content to be accessed by coaches across Ontario at any time. This course covers all the basic fundamentals of coaching goalkeepers and, in 2020, saw 144 coaches enroll in this course.

The Ontario Soccer on-line Coach Learning Platform - nearly 400 users accessed the Academy Soccer Coach online resource platform, which has become the hub for development of coaches, players and high performance education in Ontario. The Platform is used by coaches on the C and B License courses and evaluations, as well as coaches taking the Goalkeeper Coach Certificate, Diploma Course and Soccer Fitness.

The Soccer Fitness Coach Course, comprised of two levels, saw only the Level 1 delivered in 2020 with 12 coaches trained. The Level 1 course, similar to others, was also restructured to support online learning as coaches from across Ontario take five online sessions prior to an in-person day which includes presentations and practical work. The course is unique as it provides education to coaches on sport science principles and how they relate specifically to soccer to aid in the effective planning of Individual Development Plans, Training Sessions and Yearly Training Plans.

Due to the global pandemic, various programs such as the Goalkeeper Coach Diploma Course, and Female Coach Mentorship Program were suspended and the Technical Director Diploma's completion was delayed until 2021 (compared to the original 2020 target).

The Ontario Soccer Technical Director (TD) Diploma Course – initiated in 2019 with 22 participants – was the first iteration of the re-designed course based upon prior attendee feedback and input from TD's currently employed across Ontario. The course now has a skills-based curriculum, focusing on defining the Technical Director's role and providing candidates with the necessary tools required to meet the demands of the continuously evolving position. Due to the COVID-19 pandemic, the conclusion of this course which is set to be a presentation assignment by each candidate on their strategic & operational

planning, has been delayed until 2021 along with an on-site visit to Toronto FC's Academy.

## **Player Development Program**

### **Ontario Player Development League (OPDL) – High Performance Program**

The Ontario Player Development League did not launch its 7<sup>th</sup> year of operations in 2020 due to the global pandemic. Regardless of the competition's suspension, the program has continued to extend its reach across the Province by providing support to a standards-based developmental environment, focused on standardized training and coaching via a centralized structure for talented players.

Having completed their Canada Soccer National Youth Club Licensing Assessment, the OPDL saw a total of five new organizations join the program in preparation for the 2021 season.

#### **OPDL Highlights:**

- All OPDL Licence Holders continue to work on their provided Action Plans for the Canada Soccer National Youth Club Licensing renewal in 2021;
- OPDL Licence Holder Technical Staff were provided various opportunities to attend Canada Soccer's Men's National Team EXCEL Workshops;
- The four new Licence Holders that were successfully approved for 2020 - Rush Canada, FC Durham, Sigma FC and Kingston United - have yet to participate in the program while Niagara Falls SC, the fifth organization, was also approved for entry into the program for 2021 whilst SC Toronto exited the OPDL.

#### *OPDL Coach Development Program (CDP)*

In 2020, Ontario Soccer's OPDL Coach Development Program was cancelled, however, invitation to workshops for Licence Holder staff presented by Canada Soccer staff were extended. The workshops focused on the EXCEL curriculum and the applicability in the OPDL. The modules complement the OPDL Technical Curriculum and provided Technical Directors an opportunity to further discuss impact to their OPDL programs.

#### *Alignment with Canada Soccer*

Ontario Soccer continued the collaboration with Canada Soccer in the areas of player development. Supporting a variety of program initiatives such as Canada Soccer's Club Licensing, the National Player Development Program, the Canada Soccer Grassroots Standards and Skill Centres.

### *Annual Performance Review*

Ontario Soccer Staff initiated the annual assessment with each OPDL Licence Holder in preparation with focus on the key areas in the National Club Licence Review. Due to the global pandemic, this program was cancelled before completing the first phase of assessments.

### **Grassroots Player Development**

The Player Development Team, due to the global pandemic, was furloughed and unable to offer continued support on the implementation of Long-Term Player Development across the province.

### *Implementation of Canada Soccer Club Licensing Program*

In the program's second year in 2020, a total of 21 organizations were granted Club Licences whereas 69 organizations reached the Action Plan phase before the program's suspension. Due to the global pandemic, a further 49 member organizations were unable to progress beyond the stage of submitting letters of intent to apply for the desired level of the Club Licensing.

### **Ontario Registered Academy (ORA) Program**

As approved by Ontario Soccer's Board of Directors, ORA-accredited Academies began registering with their local District Associations rather than directly with Ontario Soccer in 2020. Unfortunately, due to the effects of the pandemic, Ontario Soccer suspended the application of new academies to both ORA and the Districts as the impact of Canada Soccer's Club Licensing program continues to be assessed.

## **Match Officials Development Program**

### **Long Term Officials Development**

2020 was the year to implement Phase 3 of Long Term Officials Development (LTOD) by providing additional education and support in collaboration with internal and external partners. We were unable to meet our operational goals with the LTOD due to Covid restrictions. We have received an extension from The Trillium Foundation and will aim to complete in 2021/early 2022.

We did however complete some components of the LTOD program:

- New Club Instructor program was initiated, including education requirements and selection of instructors (prior to March 15, 2020)
- Sourced Club level (appropriate) game film for Accreditation Program and edited accordingly

- Created effective lesson plans, built program delivery structure
- Continuation of creation of the online learning management systems modules (LMS) for delivery in early 2022
- Created a restructured Grassroots Leadership Accreditation for youth Match Officials (prior to March 15, 2020)

### **NextGen Program**

The NextGen Program is an education and support program for the top 20 Match Officials in Ontario. The program is designed to prepare them for nomination to the Canada Soccer NextGen Program and CPL assignments.

We did complete some program activities:

- Training of Match Official Coaches for the inaugural Ontario Soccer NextGen Program for Elite officials (prior to March 15, 2020)
- Elite Fitness Test completed in February
- Institute a selection process based on fitness, assessments and evaluations
- Create a pool of talented instructors and assessors to support the Program
- Recruited and educated 6 Match Official Coaches
- Hosted annual Education event for all selected in March 2020

### **Futsal**

This was mostly cancelled due to Covid, however we did host the first ever Futsal Fitness High Intensity fitness test (prior to March 15, 2020)

### **Mentorship Program**

This was mostly cancelled due to Covid, however we did work with a Focus Group to assist in developing a system to support Clubs and Districts with Mentorship Program implementation (prior to March 15, 2020).

### **Development Support Team Support and Leadership**

This was mostly cancelled due to Covid, however we did Re-Accredit 155 instructors and 175 Assessors with new Canada Soccer material through an online portal.

### **Total Courses Managed and Hosted:**

2020 required a huge adaptation that we had not expected. In order to maintain momentum, recruitment and not to reduce service to our new and existing membership, we turned a face-to-face training and accreditation program into an online delivery program within 57 days from concept.

This transition included:

- Obtaining education material and permission from Canada Soccer
- Adapting material to deliver on Zoom and Academy Soccer Coach platforms
- Selecting and training instructors on Zoom platform and tools
- Building extensive user guides for students and Clubs

- Host information sessions for users and community leadership
- Communication of all changes to host Clubs and Districts
- Recruiting multiple voices to narrate all 17 education modules
- Creating a self-guided package of modules that a student could navigate with simplicity
- Programming steps into Academy Soccer Coach platform to meet our accreditation needs
- Utilizing RefCentre platform to complete their graduation and transferring to an official account (once the student had completed the online component)
- Managing the students and clubs daily via email and calls

<b>Course</b>	<b>Total Accredited</b>
Entry Level	420
Small Sided	531

Carry over students from 2020 to 2021\* 122

Started but did not complete or request a carry over – 300 students

Note, gender was not requested in 2020 in error.

*\*Carry over included students that started but did not fully complete the 2020 online training due to technology, personal situation or timing. We offered free continuation for 2021.*

### **Registration 2020**

Total Match Officials registered - 3,146 (2019 registrations were 8,264)

FIFA	4
National	7
Provincial	22
Regional	57
District	1,475
Youth	513
Small Sided	1,068

Total **Female Match Officials** Registered – 781 (2019 registration were 2,049)

FIFA	2
National	1
Provincial	1
Regional	4
District	212
Youth	160
Small Sided	401



## 2020 Upgrading Programs

The goal for 2020 was to complete the realignment of the Regional and Provincial Upgrading Process. The physical component of the Regional and Provincial Upgrading Programs were cancelled in 2020, however we completed the following (prior to March 2020):

- Created a new application package
- Reviewed all assessment from previous 2 years, plus fitness results
- Recruited a pool of Regional and Provincial Talented Pathway Assessors to only assess Upgrading officials

## Registration and Grading

Administratively, we completed the following prior to March 2020

- Added the Code of Conduct and Ethics to all registrations
- Added 2020 Law module to Registration exam
- Reviewed and adjusted the Declared Injury policy

## Instructor Grading and Evaluation

A new Protocol was to be created and initiated in 2020. While we did not complete, the following activities were completed:

- Audited 2018 and 2019 reports to discover trends based on level of Instructor
- Reviewed all official Evaluations in preparation for downgrading or upgrading Assessors and Instructors

## Other Program Areas:

- Initiated a research project with Dr. Tracey Vaillancourt regarding Bullying and Abuse of Youth Match Officials (deferred to 2022)
- Delivered Law education to Canada Soccer REX program (prior to March 15, 2020)
- Assisted Canada Soccer in the taping and creation of the Anti Abuse Campaign (delayed by Canada Soccer to early 2022)
- Hosted DRC Covid information sessions on Zoom

## Incomplete/Not Started in 2020

- Creation of a Laws of the Game Education module for Ontario Soccer Discipline Chairs and Discipline Committee Members
- Creation of a Parent Education module in FIFA Law, the Development Pathway of Match Officials - include a section on Female Awareness, Match Officials Abuse, and Assignment Protocols (*Component of Female Initiative and LTOD*)

## High Performance Program

### Provincial Player Identification

The Ontario Soccer High Performance Team identified over 300 players for continued screening within the 2020 Provincial Projects program. Those 300 players were identified from the 650 players that were selected to the 2019 Provincial Screening Competition. The 300 plus players that were identified for the 2020 Provincial Projects was across the age groups of U14, U15 and U16 for both girls and boys. Due to the Coronavirus (COVID-19) pandemic the Provincial Project weekends were only conducted until the end of February 2020.

**The following 2020 High Performance programs were cancelled in 2020 as a result of the Coronavirus (COVID-19) pandemic.**

- March Provincial Projects weekend
- April Ontario vs Quebec Preparation weekend
- April Ontario vs Quebec Competition Series
- Ontario Provincial Development League Season Scouting & Player Identification
- July Greater North Talent on Location Days - U13, U14 Girls & Boys (Sudbury & Thunder Bay)
- July & August Greater Toronto Area Talent on Location Days - U13, U14, U15, Girls & Boys (Ontario Soccer Centre)
- October Provincial Screening Competition Weekends - U13, U14, U15, Girls & Boys (Ontario Soccer Centre)

### Provincial Program

The Provincial Program is available to all Ontario Soccer registered players who are competing at either U14, U15 or U16 age groups. The OPDL is the primary program in which potential Provincial Team Players are detected. There are however, alternative player detection options for those Ontario Soccer registered players who do not compete within the OPDL (i.e. ToLD). The Provincial Program will focus on player screening, talent identification and benchmarking of players through competition.

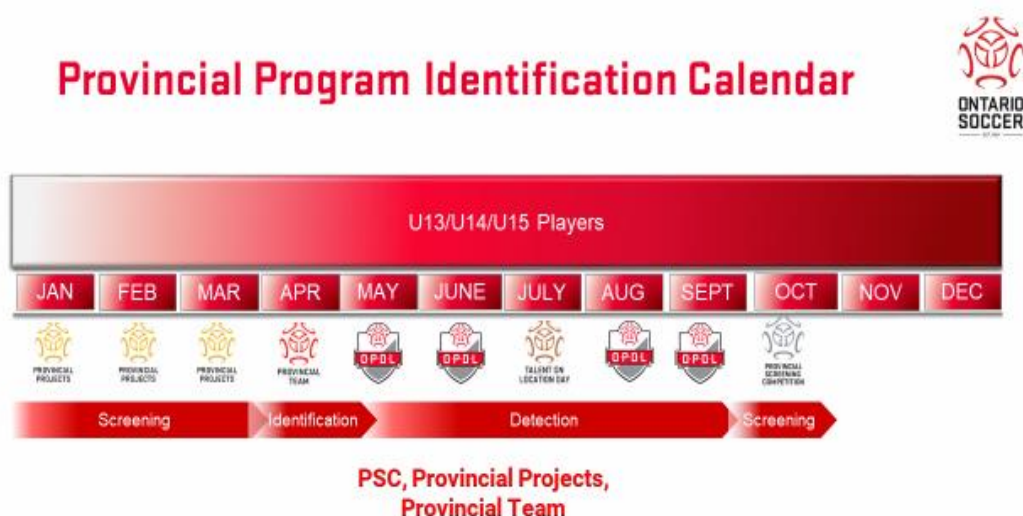
The U14, U15 and U16 Provincial Projects takes place from January to April. It will involve one screening weekend (three sessions each) per month from January to March, one preparation weekend, and one inter-Provincial Teams competition in April.

It is at the Ontario vs Quebec Series Competition in April where Canada Soccer will be present to scout the players for potential invite to Canada Soccer's National or Regional Excel Programs.

## Goals & Objectives:

1. To provide players with an inspirational experience in the Provincial Program to ignite their ambition to represent Canada at the international level
  - To expose players to highly experienced and qualified technical staff
2. Talent Identification and Benchmarking player performance through quality competition
  - Squad selection based on identifying effective football habits in players that can develop into National Excel Program Standards
  - Through effective communication mechanisms to help raise player self-awareness and self-responsibility for individual performance through the implementation of feedback and reflection
3. Provide the opportunity for new Ontario players to be selected for future National & Regional Excel Programs
  - Support Identification through player profiling across four corners of development using Player Assessment tools and video
4. Create a practical environment for Provincial Staff to enhance best practice coaching habits to National Excel Standards
  - To provide an opportunity for Canada Soccer B Licence Part 1 Coaches to obtain experience working in a Provincial Team environment
  - Provide Female Mentorship graduates an opportunity to obtain experience working in a Provincial Team environment as Support Staff
5. Accelerate the development of potential players to be selected for the 2021 Canada Summer Games (U17 Age Group).

## Provincial Program Player Identification Timeline



<b>Female Players Identified for January 2020 Provincial Projects</b>	
<b>Under 13 OPDL Girls Born 2006 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>47</b>
<b>Under 13 Non-OPDL Girls Born 2006 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>5</b>
<b>Under 14 OPDL Girls Born 2005 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>48</b>
<b>Under 14 Non-OPDL Girls Born 2005 identified 2019 Provincial Screening Competition for Provincial Projects</b>	<b>1</b>
<b>Under 15 OPDL Girls Born 2004 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>34</b>
<b>Under 15 Non-OPDL Girls Born 2004 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>9</b>

<b>Female OPDL Players Selected into Canada Soccer Regional EXCEL Super Centre</b>		
<b>Players Selection cancelled in 2020 due to COVID -19 Pandemic</b>	2007 Girls	0
	2006 Girls	0
	2005 Girls	0
	2004 Girls	0
	2003 Girls	0

<b>2020 Provincial Teams Female Coaches</b>	
<b>Head Coaches</b>	<b>0</b>
<b>Assistant Coaches</b>	<b>3</b>
<b>Support Staff</b>	<b>3</b>

<b>Male Players Identified for January 2020 Provincial Projects</b>	
<b>Under 13 OPDL Boys Born 2006 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>43</b>
<b>Under 13 Non-OPDL Boys Born 2006 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>14</b>
<b>Under 14 OPDL Boys Born 2005 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>42</b>
<b>Under 14 Non-OPDL Boys Born 2005 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>10</b>
<b>Under 15 OPDL Boys Born 2004 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>39</b>
<b>Under 15 Non-OPDL Boys Born 2004 identified from 2019 Provincial Screening Competition for Provincial Projects</b>	<b>9</b>

## **National Player Identification**

During the months of January and February Canadian National Men's & Women's Senior and Youth Teams participated in seven events. Ontario provided an overall average of 54% of the athletes selected (including Para and Futsal) for both the Senior & Youth levels.

## **BUSINESS OPERATIONS**

### **Business Development**

#### **Partner Acquisition**

Marking the mid-point of its 2019-2021 Strategic Plan, 2020 started on a high note for Ontario Soccer with its most successful Ontario Soccer Summit, yet, hosted at Redeemer College from February 21<sup>st</sup> to 23<sup>rd</sup>, 2020.

The 2020 Ontario Soccer Summit had a record-setting number of partners. New and renewing organisations, including Respect in Sport, Canada Soccer, CPL, MLS, The Farley Group, Academy Soccer Coach, Centaur Products, Kwikgoal, etc. provided valuable budget relief and contributed to providing Summit attendees with a strong event experience.

While a record-breaking audience of 500+ soccer leaders left the event energized and inspired looking forward to a tremendous season ahead, nobody could have foreseen that barely three weeks later life as we knew it on and off the pitch came to a grinding halt, when the World Health Organization declared COVID-19 a global pandemic.

Best-laid plans were sent into a tailspin and it became rapidly apparent that this situation would spell a survival challenge for Ontario Soccer and its members across the province, the likes of which had not been seen in a century.

With uncertainty abounding and soccer being locked down for months on end until a modified initial Return to Play was launched in mid-June, we also witnessed the complete collapse of the sponsorship eco-system in provincial and domestic sports and beyond.

Ambitious goals for new business development and partner acquisition had to swiftly be replaced by a partnership preservation approach designed to keep existing Ontario Soccer partners informed and engaged.

Thankfully, forged on the basis of excellent relationships with all its partners, Ontario Soccer was able to extend all key relationships by adding a year to the end of its terms to

compensate for partnership servicing and activation opportunities lost due to COVID restrictions in 2020.

Ontario Soccer is grateful and indebted to its wonderful family of partners, 100% of which honored their agreements with us despite significant business challenges experienced in their own industries and underscored their commitment to our sport by renewing and extending their agreements with us at a pivotal time for our organization and our sport.

A summary of partnerships renewed in 2020 include:

- Respect Group
- Gatorade
- SoccerX
- HUB

These extensions secured Ontario Soccer a cumulative amount beyond previously established partnership terms, at a time when the sponsorship landscape, otherwise, lay in ruins.

A noteworthy partnership category was our strategic portfolio of eSport. While one may have expected this to be a major growth area, especially during a time of lockdown with only virtual engagement and no on-field activity for long periods during 2020 this was surprisingly not the case.

Ironically, the entire eSport eco-system from title producers like EA Sports, who cancelled much of their FIFA 20 event season, to active entities like MLSE and Northern Arena on down was so greatly affected by the economic impact of COVID-19 (business disruption, staff lay-offs, capacity reduction, etc.) that only a fraction of official online tournament and event activity occurred of what the 2019 benchmark had been.

As Soccer in Ontario and across Canada continues to recover from the impact of the global pandemic and intensifies its rebuilding efforts from the provincial level to the grassroots, partner acquisition in 2022 onwards is expected to become a lot more robust once again, as corporate Canada embraces the growing wave of excitement on the road to Canada co-hosting the 2026 FIFA World Cup™.

## ONTARIO SOCCER PARTNERS

### Premier Partners



### Program Partners



### Official Suppliers



### Sport Partners



## Marketing

Since the successful rebrand launch in 2017, Ontario Soccer's marketing focus had been predicated on telling compelling soccer stories to all existing members and prospective new participants.

This was usually very event and program specific with focus on grassroots festivals, Ontario Cup, OPDL and Coaching and Match Official clinics and further supported by the occasional human interest story celebrating outstanding organizational achievements throughout the Ontario Soccer community.

In 2020, with many programs and services scaled back to bare essentials or cancelled altogether, Ontario Soccer's marketing focus shifted to a radically changed approach of engaging its membership and restoring the consumer confidence within the larger soccer community.

Even before COVID hit in March 2020, Ontario Soccer had found that due to the quadrennial World Cup cycle (2022 Qatar, 2026 US/ Canada/ Mexico) and FIFA's restrictive focus on only the next respective World Cup ahead, which impacted Canada Soccer's willingness and ability to do much with this file, our strategic seven-year runway turned out to be longer and more ambitious than originally thought.

Our requirement for rapid response to the COVID-19 pandemic developments forced us to rethink our time lines and shorten our marketing horizon. Once Government timelines and directions for a return of outdoor activities in the summer of 2020 had become

clearer, we focused on creating a bespoke campaign to get participants back on the field safely.

The **Pitch in, Play ON!** Return to Play marketing campaign was designed by Ontario Soccer for its membership to help drive awareness and registration as Clubs, Academies, District Associations and Leagues transitioned back to Return to Play.

Appealing to the community spirit and teamwork within the Ontario soccer community, all stakeholders were implored to contribute to the recovery of the game and do their part, as they resumed their soccer involvement.

The RTP marketing campaign was launched on June 11th, 2020 with the goal to **Support the Ontario Soccer membership with their transition towards the post-Covid-19 'Return to Play' phase via a campaign to drive maximum community engagement and renewed participation in (sanctioned) soccer at all levels.** It had an instant impact.

Both empirically and anecdotally, it became clear that Ontario Soccer Members felt supported during the difficult post-Covid-19 Return to Play transition period as they set out to rebuild their participant base, in a way they arguably had never felt supported by Ontario Soccer before.

The following data points illustrate the unprecedented engagement levels achieved during this time:

- **Membership Consultation:** Record-breaking 17,000+ responses to RTP survey in May 2020:
  - Key data points out of survey: 30% consumer confidence rating of getting back into soccer. Consistent with other research of registering children in activities;
- **Resource Sharing:** Return To Play Guide with nine major revisions and updates in response to government policy and framework changes throughout 2020;
- **Ontario Soccer focus on safety of participants:**
  - Regular series of membership webinars hosted to assist stakeholders with RTP Guide changes and implementation advise;
  - HelpDesk E-mail launched;
  - Issued 10 Editions of RTP FAQs via Info bulletins devised for better membership education and derived from questions during webinars and via the HelpDesk e-mail.



- **Brand Sharing:** Provided graphic support packages to Ontario Soccer Member Groups to utilize/ customize and amplify across their own platforms/ channels:
  - Strategic use of imagery in alignment and compliance with public health guidelines at that time (temperature checks, masking),
- **RTP Spotlight Series:** Three features of member groups in Oak Ridges, North Bay and Guelph Soccer showcasing best practices and grassroots resilience during Covid.

2020 taught us that a membership-driven, community marketing model is going to be quintessential to engage our stakeholders and achieve greater success with current and future campaigns, be they're related to Return to Play in 2021 or to a broader soccer promotional approach towards 2026 and beyond. Surveys, focus groups, design labs and other consultation techniques will ensure that communication is balanced, engaging, reciprocal and mutually relevant to both Ontario Soccer and its membership.

## Events

### Ontario Indoor Cup 2020

The Ontario Indoor Cup serves as the Provincial Championship for small-sided soccer during the Indoor Season. The competition format consists of round robin preliminary tournaments set up to advance teams to the final eight teams in each age division. The Final Eight teams are divided into two groups of four that play a round robin tournament format with the top two teams in each group of four advancing to the Semi-Finals followed by the Finals. The competition is offered in the Under 13, Under 14, Under 16 and Under 18 Boys and Girls age divisions. In 2020, there was an increase of five teams over the 2019 edition. Fortunately, this competition concluded in February before the suspension of soccer due to COVID-19

Number of Teams Participating in 2020:

U-13 Boys	U-13 Girls	U-14 Boys	U-14 Girls	U-16 Boys	U-16 Girls	U-18 Boys	U-18 Girls	Total
<b>19</b>	<b>12</b>	<b>17</b>	<b>8</b>	<b>23</b>	<b>23</b>	<b>21</b>	<b>18</b>	<b>141</b>

Breakdown by District Association:

District Association	Number of Teams	District Association	Number of Teams
Durham Region S.A.	8	Peel Halton S.A.	38
East Central Ontario S.A.	2	Sault Amateur S.A.	2
Eastern Ontario & District S.A.	5	Scarborough S.A.	7
Elgin Middlesex S.A.	8	Soccer Northwest Ontario	3

Hamilton & District S.A.	3	Southwest Soccer	2
Huron District S.A.	2	Toronto S.A.	13
Lambton Kent S.A.	1	York Region S.A.	17
North York S.A.	8	Ontario Soccer Academies	22

Total Number of Games Played: 278 games

2020 Ontario Indoor Cup Champions:

<b>Division</b>	<b>Team</b>	<b>Club</b>	<b>District Association</b>
Under 13 Boys	North York Armour Heights Heavens Eleven Warriors	Armour Heights S.C.	North York S.A.
Under 13 Girls	Woodbridge Strikers Red	Woodbridge S.C.	York Region S.A.
Under 14 Boys	Pro Stars FC Blue Mississauga	Pro Stars FC Academy	Ontario Soccer Academies
Under 14 Girls	Erin Mills Eagles	Erin Mills S.C.	Peel Halton S.A.
Under 16 Boys	Alliance FC 2004 London	Alliance FC	Elgin Middlesex S.A.
Under 16 Girls	Glen Shields FC Lions 2004	Glen Shields FC	York Region S.A.
Under 18 Boys	North Toronto Nitros	North Toronto S.C.	Toronto S.A.
Under 18 Girls	NorWest LFA - London	NorWest Soccer	Elgin Middlesex S.A.

### **Ontario Futsal Cup 2020**

The Ontario Futsal Cup is the Provincial Championship for Futsal in the Futsal/Indoor season. This competition began in 2006 with 12 teams. Over the last 13 years, the number of teams has varied, but recently, the sport has seen more growth and interest and the Ontario Futsal Cup is seeing higher levels of competition within the sport.

Similar to the Ontario Indoor Cup, the Futsal Cup Final Round consists of a round robin tournament format with top teams advancing to the Cup Finals. The Ontario Futsal Cup in 2020 planned to operate in the Under 13, Under 14, Under 16 and Under 18 divisions, as well as the Men's and Women's divisions. In the Under 13 Boys, Under 14 Boys, Under 16 Boys and Under 16 Girls divisions, preliminary round games were required to advance teams to the Final Round. These games were played on February 1, 2020 at Seneca College in North York and qualified a number of teams to advance to the Final Round.

The Ontario Futsal Cup Final Round for the Under 13 - Under 16 youth divisions and the Women's division was scheduled to be held at Durham College in Oshawa at the end of March. However, the suspension of soccer and Futsal due to Covid-19 resulted in the competition being cancelled for 2020.

For the first time ever, the sport of Futsal was played at the Ontario Winter Games in 2020. The Ontario Futsal Cup for the Under 18 divisions was played as part of the Ontario Winter Games. A preliminary round was played at Seneca College on January 11 to qualify eight teams in the Under 18 Boys and 8 teams in the Under 18 Girls divisions. The Ontario Winter Games were played on February 27-March 1 in Barrie and Orillia and Ontario Winter Games medals were presented to the top three teams in both the Boys and Girls divisions. In addition, an Under 18 Boys and an Under 18 Girls team were crowned with the Provincial Futsal Championship title.

In the Men's Ontario Futsal Cup, the champions advance to the Futsal Canadian Championships. In 2020, the Men's teams played the Tournament Round on February 15-16 at Seneca College in North York, qualifying four teams to advance to the Semi-Finals scheduled for March 14 at Durham College in Oshawa. Unfortunately, due to Covid-19, the Semi-Finals and Finals had to be cancelled. Canada Soccer later cancelled the Futsal Canadian Championships that were scheduled for April in Kingston.

Number of Teams Registered to Participate in 2020:

U-13 Boys	U-13 Girls	U-14 Boys	U-14 Girls	U-16 Boys	U-16 Girls	U-18 Boys	U-18 Girls
<b>14</b>	<b>7</b>	<b>11</b>	<b>5</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>12</b>

Women	Men	Total
<b>4</b>	<b>8</b>	<b>92</b>

Breakdown by District Association:

<b>District Association</b>	<b>Number of Teams</b>	<b>District Association</b>	<b>Number of Teams</b>
Durham Region S.A.	15	Peel Halton S.A.	18
East Central Ontario S.A.	4	Scarborough S.A.	3
Eastern Ontario District S.A.	6	Southeast Ontario S.A.	1
Elgin Middlesex S.A.	3	Southwest Soccer	2
Hamilton Soccer	1	Toronto S.A.	4
Niagara S.A.	1	York Region S.A.	24
North York S.A.	2	Ontario Soccer Academies	8

Total Number of Games Played: 66 games

2020 Ontario Futsal Cup Champions:

<b>Division</b>	<b>Team</b>	<b>Club</b>	<b>District Association</b>
Under 18 Boys	North Toronto Nitros Green	North Toronto S.C.	Toronto S.A.
Under 18 Girls	Oakville Soccer Club	Oakville S.C.	Peel Halton S.A.

### **Futsal Canadian Championships**

Canada Soccer planned to host the Futsal Canadian Championships at Queen’s University in Kingston, April 1-5, 2020. Eight provinces were scheduled to participate in the competition. Nevertheless, the Futsal Canadian Championships were cancelled by Canada Soccer due to Covid-19.

### **Ontario Cup – Scheduled to be 105<sup>th</sup> Edition**

The purpose of the Ontario Cup is to provide meaningful competition to the Soccer For Life membership and to determine a Provincial Champion in the Under 13 to Senior age divisions. Some of the objectives of the Ontario Cup include: maximizing participation and competition in the “competitive” Soccer For Life stream of LTPD, identifying provincial representatives for National Championships in specific age divisions, engagement of grassroots soccer in various categories - age, gender, special needs, providing opportunity for teams to participate in a prestigious competition with a rich history and providing an opportunity for teams to play against teams they would not normally play in league competition.

In 2020, a new format was being introduced for the Under 13 to Under 17 age divisions, whereby all teams would begin the competition in a Tournament Round. The winners of the Tournament Round would advance to a Third Round, Quarter-Finals or Semi-Finals, which are a single knock-out format, depending on the number of teams in the division.

Two new divisions were also introduced: An Under 16 Boys District and an Under 16 Girls District division. These divisions are specifically for teams playing in Competitive District Leagues that want to play in the Ontario Cup, but do not feel they can compete with teams in the Regional Leagues.

In 2020, **398** teams registered to participate in the Ontario Cup.

<b>U-13 Boys</b>	<b>U-13 Girls</b>	<b>U-14 Boys</b>	<b>U-14 Girls</b>	<b>U-15 Boys</b>	<b>U-15 Girls</b>
40	28	46	24	42	32
<b>U-16 Boys</b>	<b>U-16 Boys District</b>	<b>U-16 Girls</b>	<b>U-16 Girls District</b>	<b>U-17 Boys</b>	<b>U-17 Girls</b>
39	5	26	9	28	21
<b>U-18 Boys</b>	<b>U-18 Girls</b>	<b>U-21 Men</b>	<b>U-21 Women</b>	<b>Men</b>	<b>Women</b>
13	9	4	4	25	3

Breakdown by District Association:

<b>District Association</b>	<b>Number of Teams</b>	<b>District Association</b>	<b>Number of Teams</b>
Durham Region S.A.	25	Scarborough S.A.	22
East Central Ontario S.A.	2	Sault Amateur	7
Eastern Ontario District S.A.	12	Soccer Northeast Ontario	
Elgin Middlesex S.A.	19	Soccer Northwest Ontario	3
Essex County S.A.	22	Soccer North	
Hamilton Soccer	30	Southwest Soccer	41
Huron District S.A.	9	Southeast Ontario S.A.	3
Lambton Kent S.A.	4	Sudbury Regional S.A.	
Niagara S.A.	20	Toronto S.A.	32
North York S.A.	10	York Region S.A.	45
Peel Halton S.A.	91		

However, it should be noted that the number of teams entering the Ontario Cup in 2020 was likely influenced by the suspension of soccer due to Covid-19.

In July, Ontario Soccer made the decision to cancel the 105<sup>th</sup> edition of the Ontario Cup due to Covid-19 restrictions.

### **Masters Provincial Championships**

The Masters Provincial Championships is the highest competition for Soccer For Life participants in the Over 30 Women's division and the Over 35 Men's division. The event provides meaningful competition for those athletes that have remained in the game of soccer, thereby, providing a real demonstration of Active For Life. Teams that play in a Recreational or Competitive League(s) throughout the season may enter this competition.

The winners of the Provincial Championship advance to a Canadian Regional Championship run by Canada Soccer. A goal for athletes in this Soccer For Life stream is to reach the highest competitive level possible.

The 2020 Masters Provincial Championships were cancelled in July due to Covid-19 restrictions.

### **National Club Championships**

National Club Championships are held in the Under 15 Boys and Girls, Under 17 Boys and Girls and Senior Men and Women divisions. The winners of the Ontario Cup in these divisions advance to the National Club Championships. A Regional Championship is also held for Masters Men and Women.

On June 23, 2020, Canada Soccer announced the cancellation of the 2020 edition of the National Club Championships.

### **Regional League Championships**

A Regional League Championship is a competition between the winners of each of the Youth Regional Leagues in Ontario in the Under 14, Under 15, Under 16 and Under 17 Boys and Girls divisions.

This Championship did not take place in 2020, as none of the Regional Leagues in Ontario were able to run a league season due to COVID 19.

### **League Management**

In 2020, the four youth Regional Leagues and four senior Provincial/Regional Leagues did not operate a league season due to COVID 19.

#### Soccer for Life Youth Regional Leagues

Regional Leagues			
Golden Horseshoe Soccer League	Central Soccer League	East Region Soccer League	Western Region Soccer League

#### Soccer for Life Senior Provincial and Regional Leagues

Senior			
Ontario Women's Soccer League	Ontario Soccer League	Ottawa Carleton Soccer League	Western Region Soccer League

## Centre Circle Awards @ Home

For the first time in its history, the 33<sup>rd</sup> Annual Centre Circle Awards Reception was held virtually. This event took place on Sunday, November 8, 2020 at 7:00pm, and utilized the videoconferencing platform Zoom Webinars.

This evening of recognition celebrated soccer leaders in various categories including Match Officials, Coaches, Clubs, and Volunteers. Approximately 75 guests and honourees attended the event presented by Nothers - The Award Store.

Previous Canada Soccer Women's National Team member Carmelina Moscato emceed the formal part of the evening and also treated the audience to some entertaining insights and anecdotes during a fireside chat.

### Centre Circle Awardees:

Category	Award Winner	Nominator
Club Recognition Award	Thunder Bay Chill Soccer Club	Soccer Northwest Ontario
Meritorious Service Award	Doug Blair	North Toronto Soccer Club
Meritorious Service Award	Corrado Roccasalva	Pickering Football Club
Meritorious Service Award	Patty Forbes	Durham Region Soccer Association
Meritorious Service Award	John Dutot	NorWest Soccer London
Mike Bremer Award (Match Officials)	Abbi Lezizidis	Match Officials Development Committee
Carol Anne Chénard Award (Match Officials)	Paula Francisci	Match Officials Development Committee
High Performance Award (Match Officials)	Scott Bowman	Match Officials Development Committee
Soccer For Life (Coaches)	Savario Lento	Soccer Northwest Ontario
Coach Development (Coaches)	Diarmuid Salvadori	Richmond Hill Soccer Club
President's Award	SAAC	Ontario Soccer President
Life Member Award	Bill Spiers	Toronto Soccer Association
Brian Avey Award	All Ontario Soccer Staff	CEO

## Ontario Soccer Summit

The 2020 edition of the Ontario Soccer Summit in partnership with Respect in Sport took place from February 21-23, 2020. As the fifth edition of its kind in as many years, Ontario Soccer's flagship event continued its 'tour' in 2020, convening in Hamilton, ON, one hour west of Toronto.

The 2020 Ontario Soccer Summit was hugely successful – from the host venue to ticket sales, speaker calibre, and everything in between, this iteration was the best Summit yet.

From a world-class Keynote Speaker roster [Victor Montagliani (Concacaf), Norm O'Reilly (University of Guelph), Kelly Murumets (formerly of ParticipACTION and Tennis Canada)], to engaging fireside chats and panel discussions ["Road to 2026" [Steve Reed (Canada Soccer), Bill Manning (TFC), Dave Clanachan (CPL), Eva Havaris (Canada Soccer Business), Caroline Szwed (Sportsnet)] and "Safe Sport for All" [Paul Carson (Coaching Association of Canada, Dr. Gretchen Kerr (University of Toronto), Mark Allen (Respect Group), Joe Atkinson (MLS), and Jason deVos (Canada Soccer)]], the Summit in Hamilton was a 'who's who' in Canadian Soccer and Sport leadership.

Session speakers were present in abundance, as well. An overflowing room of 200+ delegates for Kris Van Der Haegen (Belgium FA) was a testament to his calibre and content. The Match Officials were treated to top FIFA officials Howard Webb, Bibiana Steinhaus, while the Community Leaders were inspired by Dr. Nick Bontis (McMaster University) and Jen Kramer (Major League Soccer). On-field sessions were top-notch, with Stuart Neely (Canada Soccer), Willie McNab (Celtic FC), Matt Greenwood (Pickering FC), and Marius Røevde (Goalkeeping Coach) (to name a few) elevating the audience's soccer knowledge.

The 2020 Ontario Soccer Summit exuded a palpable confidence, exhibited a real sense of self, and settled into a delightful rhythm over the course of the weekend. Hosted at Redeemer University, this small format campus lent itself very well to the organization of the Summit; the furthest travel time between sessions was a 10 minutes walk. There was also ample free parking, and a Tim Hortons on site – two features that always resonate well with delegates. Top it off with great food and fun social experiences, and the event was a huge success.

Ontario Soccer Summit partners really showed up in a big way again. Topic Stream Partners Major League Soccer, Canadian Premier League, and Canada Soccer brought a level of prestige to the event. Returning partners Academy Soccer Coach, The Farley Group, Nothers - The Award Store were joined by new partners Allstate, Veo, and Kwikgoal, bringing with them a range of support and opportunities to the event.

Building year over year, this 'Best Soccer Conference in Canada', produced a real buzz for the soccer community, created opportunities for people to connect and share, and established a rich environment for learning and development for delegates.

**89%** of delegates were satisfied or very satisfied with the Ontario Soccer Summit

**84%** of delegates were satisfied with the speaker content

**91%** of delegates thought that Redeemer was well presented

**81%** of delegates thought that the Dome was a good environment for field sessions

**85%** of delegates would recommend the Ontario Soccer Summit to a fellow soccer coach, match official, administrator or volunteer.



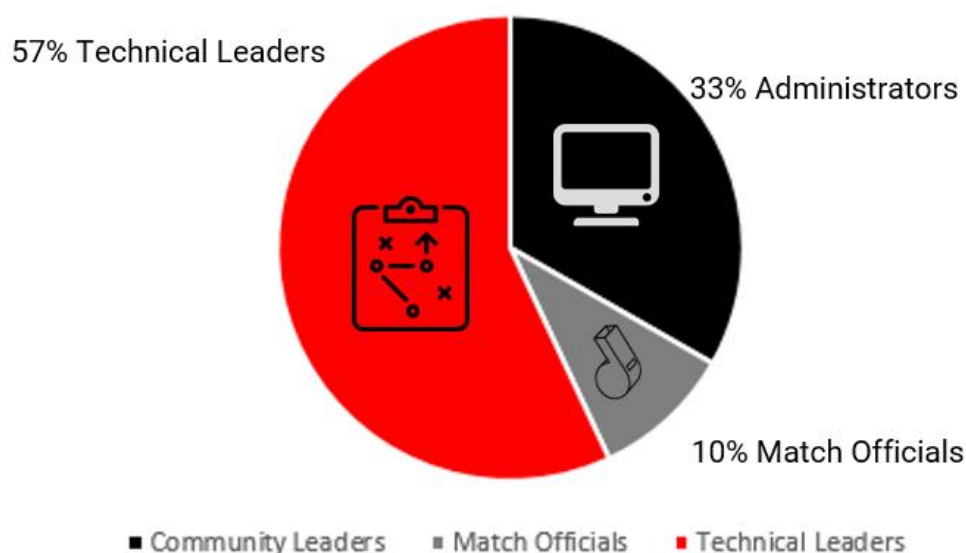
**57%** of delegates would be likely to attend next year's Ontario Soccer Summit in Ottawa.

The Ontario Soccer Summit still maintains a strong connection to the coaching community, with almost 60% of delegates identifying themselves as a Technical Leader (Coach, Technical Director, etc).

There has also been a significant increase in numbers of Administrators/Community Leaders over the years, showing the demand for more professional development opportunities for Ontario Soccer member organizations (in trend with the professionalization of soccer).

Match Official numbers were down slightly from previous years, and remain an area of potential growth.

A breakdown of delegates by area is provided below:



## 494 Registrants (424 in 2019)

### Technical Leaders

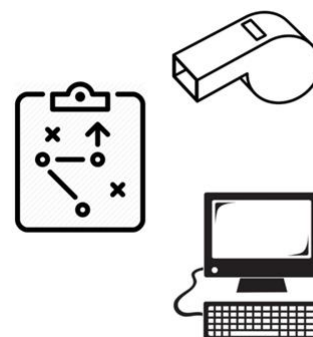
- **170 Coaches** (170 Coaches in 2019)
- **48 Technical Directors** (39 Technical Directors in 2019)
- **27 Club Head Coaches** (17 Club Head Coaches in 2019)

### Community Leaders

- **46 Administrators** (48 Administrators in 2019)
- **39 Club Board Members** (38 Club Board Members in 2019)
- **17 District Board Members** (16 Club Presidents in 2019)
- **41 General Managers/Executive Directors** (43 GM/ED in 2019)

### Match Officials

- **42 Match Officials** (58 Match Officials in 2019)



## Communications

### *Ontario Soccer Crisis Communication*

In 2020, the focus for Ontario Soccer's Digital and Communications Operations shifted from creating content, which showcases the best of what our province has to offer on the field, to providing up-to-the-minute crisis communications, which ensured our membership stayed up-to-date off of it, as the ever-changing COVID-19 public health situation expanded.

From early January on, Ontario Soccer began tracking and liaising with government officials at the provincial and federal level, so that the organization could anticipate trends and predict and prepare for what announcements may come next.

As lockdowns began to occur and the sport landscape changed dramatically, Ontario Soccer moved in lockstep with government announcements, in some cases releasing information to the membership only moments after it was announced officially.

Regular membership updates ensured members could have a level of assuredness during very uncertain times.

### *Bulletins and Weekly Newsletters*

As an example of the constant communication, which provided regular updates on the evolving situation, Ontario Soccer released 152 information and action bulletins – one nearly every two days over the course of the year to its Member Districts, Clubs and Academies.

This is over double the amount communicated in pre-pandemic years with topics ranging from government updates, Return to Play changes and information on public health. It also included more traditional updates like By-law changes, competition updates, coaching clinics, corporate partnership announcements and many more.

The weekly e-newsletter was delivered to over 20,000 general membership recipients every Wednesday.

With the e-newsletter and bulletins combined, this resulted in over 1,278,000 emails sent and 1,270,629 emails received, for a 99.4% success rate.

Delivered			
	Sent	1,278,000	
	Delivered	1,270,629	99.4%

Total emails opened was 1,077,540, with unique opens reaching 333,774 individuals. The average person opened and read an email three times. Compared to 2019, total opens were 418,898.

Opens		
	Total Opens	1,077,540
	Unique Opens	333,774
	Average Opens	3.23

As further evidence of Ontario Soccer remaining connected to its membership throughout 2020, emails that were sent to Districts, Clubs and Academies were forwarded 212,632 times. In 2019, total forwards by Districts, Clubs and Academies only reached 66,516.

Shares		
	Total Forwards	212,632

### *Government and Media Monitoring*

Throughout 2020, staying on top of and ahead of government announcements became a key priority for Ontario Soccer. Communications became responsible for regular media monitoring, as well reviewing any press conferences held by the Government of Ontario and the Government of Canada.

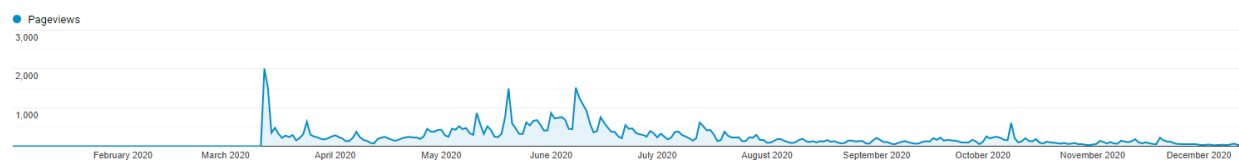
Summaries from each of these press conferences and media updates were developed and shared with the Crisis Management Team, who would use this information for crucial decision making, as it pertained to Return to Play, lockdowns and keeping the membership informed of any changes.

In 2020, over 150 of these executive summaries were created and shared with key decision makers at Ontario Soccer.

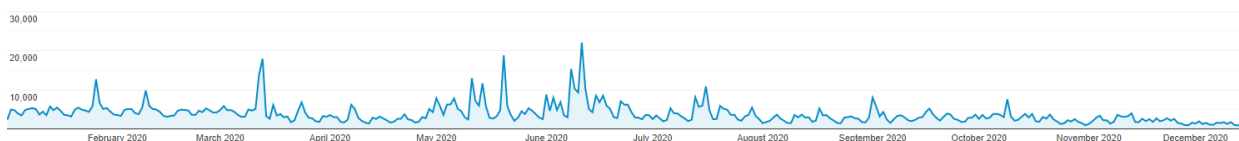
### *OntarioSoccer.net and COVID-19 Updates*

The Ontario Soccer website became a hub and a resource for all the latest information that our members needed during this challenging year.

The creation of the COVID-19 Updates page, which centralized all the need-to-know information into one place and was linked to from various member websites, became the most visited page on the website in 2020.



Over the year, 1.1 million unique users visited OntarioSoccer.net, representing over triple the amount of users in pre-pandemic years (300,000 users on average).



The website experienced several all-time highs for single day traffic, culminating in 22,000 unique users on the site at one time on June 11, 2020. These traffic spikes coincided with major Return to Play or Public Health announcements and were a reflection of how connected Ontario Soccer was to its membership during this time.

### *Digital Communications*

Despite a challenging year, Ontario Soccer continued to work towards becoming a leading amateur sports organization in the way that it communicates with the Districts, Clubs, Private Academies, the media and membership at large.

Building off of an already strong digital footprint, Ontario Soccer continued to find ways to deliver relevant content and re-purpose it to its membership and the soccer community at-large. Particularly during periods where only online training was permitted, this served as an opportunity to showcase the great work being done by the membership and the Ontario Soccer team through its wide variety of coverage.

### Ontario Soccer Digital Channels Analytics:

- 164,427 views on YouTube content (118,004 in 2019)
- 1.5 million impressions on YouTube content (918,100 in 2019)
- 1.654 million views on OntarioSoccer.net (1.702 million in 2019)
- 26,110 views on Livestream broadcasts (97,103 in 2019)

### Social Media highlights

- Instagram follows increased by 55% throughout 2020
- Facebook likes increased by 14% over 2020, Facebook follows increased by 16%
- Twitter: 3.7 million impressions (3.1 million in 2019)

The already robust analytics program was used to support and demonstrate the efficacy and effectiveness Ontario Soccer had in staying in contact and engaged with the membership throughout 2020.

Using a number of different analytics programs to gain a better understanding of what the Ontario Soccer membership is interested in, the organization mapped and tracked things like online behaviour patterns, impressions and engagement, affinity interests and watch time, to create a clearer picture of when and why people are interacting with the Provincial Governing body.

That information was used to support everything from Business Operations in partner acquisition, to informing the Crisis Management Committee on the latest developments and the Executive Committee on the ever-changing environment.

## ADMINISTRATION

### Code of Conduct Ethics and Complaints

In March 2018, the Ontario Government passed into law, Bill 132 addressing workplace violence and harassment. In the same year, the Ministry of Heritage, Sport, Tourism, Culture Industries required that all Provincial Sports Organizations comply with a New Code of Conduct and Ethics. In December 2020 the Ontario Soccer Board of Directors approved a further update to the Code of Conduct and Ethics Policy replacing the previous version.

The visibility and use of this Code of Conduct and Ethics policy at all levels is critical to ensuring that our members are protected and have an avenue in which to report issues and seek assistance. To that end Ontario Soccer commenced with the training of our front line staff at the District level in February 2020. Further support in training their boards and club members in the use of the Complaints process was also offered. We will continue with the training of our member clubs understanding that increased visibility and use translates into a trusted and visible process and policy which serves our soccer community.

Complaints		
	2019	2020
Whistleblower Complaints	2	N/A
Whistleblower Complaints carried over to 2020 and resolved	1	N/A
Code of Conduct Complaints	37 to carry forward	54
Code complaints resolved in 2020	29	46
Code complaints abandoned or redirected	4	7
Code complaints – carried over to 2021	37	1

### International/Interprovincial Transfer Certificates (ITCs/IPTs)

The process of ITC's is governed by FIFA. Which requires all players to receive International Transfer Certificates (ITCs) when those players choose to participate in any sanctioned competition within the jurisdiction of a new national governing body. In addition, each time a player chooses to participate in any sanctioned play within the jurisdiction of a new provincial governing body, the player will need to receive an Interprovincial Transfer Certificate (IPTs).

In 2020, the COVID 19 pandemic had an impact on the number of ITC's requested for movement of players in and out of Ontario. The total number of ITC's issued to players leaving Ontario was 151 a 16% decrease from 2019. The number of ITC's issued to players entering Ontario was 137 signifying a 42% decrease from 2019.

<b>International Transfer Certificates (ITCs)</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
ITCs OUT	412	381	181	151
ITCs IN	267	325	323	137

<b>Top 3 Notable Countries by Movement into Ontario (ITCs)</b>		
<b>Country</b>	<b>2019</b>	<b>2020</b>
USA	213	103
AZERBAIJAN	N/A	5
SWEDEN	6	5

Regarding the total number of IPTs that were issued to players coming into Ontario from another Canadian province in 2020, there is nothing to report as the Province of Ontario was at a standstill due to COVID-19. The total number of IPTs that were provided to players leaving Ontario to another Canadian province in 2020 saw a significant decrease as well due to the COVID-19 pandemic, putting a halt on the sport in most Canadian Provinces.

<b>Top 5 Notable Provinces by Movement into Ontario (IPTs)</b>		
<b>Country</b>	<b>2019</b>	<b>2020</b>
Quebec	29	N/A
British Columbia	12	N/A
Alberta	4	N/A
Nova Scotia	1	N/A
Newfoundland	2	N/A

<b>Top 5 Notable Provinces by Movement out of Ontario (IPTs)</b>		
<b>Country</b>	<b>2019</b>	<b>2020</b>
Quebec	49	N/A
Alberta	9	N/A
British Columbia	18	7
Nova Scotia	4	N/A
Manitoba	1	N/A

## Discipline, Appeals & Certified Chairs

During 2020, the COVID 19 pandemic halted programming in the area of Discipline and Appeals certification. In a regular year, Ontario Soccer would provide tailored certification courses for the Certification of Discipline & Appeal chairs. In 2020, we were unable to host any in person courses; however, we proceeded to develop an on-line version of the course for delivery in 2021. These courses would be hosted by Ontario Soccer using the Zoom platform and facilitated by a certified instructor.

Ontario Soccer heard a total of five Discipline cases throughout 2020. The pandemic impacted the number of cases for both Discipline and Appeals

<b># of Ontario Soccer Discipline Cases Heard</b>		
<b>Discipline Panel</b>	<b>2019</b>	<b>2020</b>
Ontario Soccer	13	5
OPDL	31	OPDL season cancelled
OASL	34	OASL season cancelled
Ontario Cup	13	Ontario Cup Cancelled

Additionally, Ontario Soccer heard the following number of Appeals throughout 2020.

<b># of Ontario Soccer Appeals</b>	
<b>2019</b>	<b>2020</b>
1	N/A

## Information Systems

2020 started quietly with a plan to trial Microsoft Teams and SharePoint within the Administration Department and then expand to the rest of the operations. March 12<sup>th</sup> 2020 arrived and operations changed in an instant. Due to the pandemic, all staff were sent home and it then became imperative for the IT team to roll out Microsoft Teams to the rest of the organization and fine tune it over the course of the following week, providing education, tips, and help documentation to assist in the quick transition from what was “normal” to what is now normal in the “Work From Home” environment. The staff accelerated their use of OneDrive and Teams for sharing information and to stay in contact.

Meetings, coach and match official education, and hearings for Discipline & Appeals quickly pivoted or accelerated existing plans to move to an online environment amplified the use of Microsoft Teams and Zoom. Existing webinars were expanded and more were presented throughout the year. As the year progressed our phone conference system was used less and online meetings were used more and more.

Plans to migrate the Finance Department's software package, Sage 300, to a data center were put on hold, as was a data storage project for Digital and Communications, and a Ticketing System for IT.

## Legal cases

Coming into 2020 Ontario Soccer had 17 open cases regarding legal claims. At the time of this reading six (6) claims have been settled leaving 11 cases yet to be resolved.

## Registration Report

### Indoor 2019-2020

District Association	Mini Futsal	Mini Indoor	Youth Futsal	Youth Indoor	Senior Futsal	Senior Indoor	Total Players
Durham Region S.A.		2399	95	1865		2507	<b>6866</b>
East Central Ontario S.A.		151		640	235	236	<b>1262</b>
Eastern Ontario District S.A.	295	2553	488	2513	915	2239	<b>9003</b>
Elgin Middlesex S.A.	14	538	10	841	38	3315	<b>4756</b>
Essex County S.A.				78		770	<b>848</b>
Hamilton Soccer	47	906	34	847		209	<b>2043</b>
Huron District S.A.		61	39	234	42	86	<b>462</b>
Lambton Kent S.A.		25		219		105	<b>349</b>
Niagara S.A.	422	51		271		860	<b>1604</b>
North York S.A.	90	359	10	580		2195	<b>3234</b>
Peel Halton S.A.	245	7365	213	5270	122	4689	<b>17904</b>
Sault Amateur S.A.		319		288		364	<b>971</b>
Scarborough S.A.	170	554	16	698	17	782	<b>2237</b>
Soccer North District Association	43	9		10			<b>62</b>
Soccer Northeastern Ontario						249	<b>249</b>
Soccer Northwest Ontario		380		214		129	<b>723</b>
Southeast Ontario S.A.		268		313	161	962	<b>1704</b>
Southwest Soccer	355	3111	40	1820		1212	<b>6538</b>
Sudbury Regional S.A.		210	8	34	9	322	<b>583</b>
Toronto S.A.	247	2493	204	1758	81	664	<b>5447</b>
York Region S.A.	26	4499	184	3158	118	1950	<b>9935</b>
<b>Provincial Total</b>	<b>1954</b>	<b>26251</b>	<b>1341</b>	<b>21651</b>	<b>1738</b>	<b>23845</b>	<b>76780</b>



## Outdoor 2020

District Association	Mini U10	Mini U12	Youth Rec	Youth Comp	Senior Rec	Senior Comp	Total Players
Durham Region S.A.	654	452	1317	54	383		2860
Eastern Ontario District S.A.	2022	1155	2883		1181	73	7314
Elgin Middlesex S.A.	859	774	1289	57	429		3408
Essex County S.A.	274	257	809		82		1422
Hamilton Soccer	389	429	863	50			1731
Huron District S.A.	399	255	505		51		1210
Lambton Kent S.A.	104	68	109	42			323
Niagara S.A.	298	207	433				938
North York S.A.	136	157	54	373	19	21	760
Ontario Soccer				52		337	389
Peel Halton S.A.	2357	1802	3982		371		8512
Sault Amateur S.A.	49	47		130			226
Scarborough S.A.	288	194	540	61	65		1148
Soccer Northeastern Ontario	77	80	56	96	225		534
Soccer Northwest Ontario	210	193	179				582
Southeast Ontario S.A.	791	304	529				1624
Southwest Soccer	697	702	1133	489	145		3166
Sudbury Regional S.A.	145	49		108	127	20	449
Toronto S.A.	1538	947	1719	37	424		4665
York Region S.A.	2178	1540	2844	653	1537	20	8772
<b>Provincial Total</b>	<b>13465</b>	<b>9612</b>	<b>19244</b>	<b>2202</b>	<b>5039</b>	<b>471</b>	<b>50033</b>

## FINANCE

Note our fiscal year end changed from December 30 to March 31 (effective March 31, 2021).

For the year ended March 31, 2021, the consolidated excess of revenue over expenses before amortization \$(45,024), after amortization \$(187,158).

### Source of Funds

Registration & reporting fees	156,884	25%
Program fees	59,876	10%
The Soccer Centre (Ontario)	124,905	20%
Government grants & assistance	226,240	36%
Sponsorship	54,684	9%
	<b>622,589</b>	

### Use of Funds

Program Operations including salaries & benefits	371,948	46%
Canada Soccer	1,000	0%
The Soccer Centre (Ontario)	298,763	37%
Insurance	89,258	11%
Administration & amortization	48,778	6%
	<b>809,747</b>	

For the year ended December 31, 2020, the consolidated excess of revenue over expenses before amortization \$(1,211,621) compared to 2019 ending balance of

\$572,071, after amortization \$(1,785,746) compared to 2019 ending balance of \$(178,589).

<b>Source of Funds</b>			<b>Use of Funds</b>		
Registration & reporting fees	1,348,923	30%	Program Operations including salaries & benefits	3,151,136	51%
Program fees	903,621	20%	Canada Soccer levy	808,010	13%
The Soccer Centre (Ontario)	994,764	22%	The Soccer Centre (Ontario)	1,447,869	23%
Government grants & assistance	908,493	20%	Insurance	588,667	9%
Sponsorship	284,645	6%	Administration & amortization	230,510	4%
	<u>4,440,446</u>			<u>6,226,192</u>	

The financial results of the 2020 fiscal year demonstrated the impact of the global pandemic declared on March 12, 2020. Ontario Soccer suffered a drastic decline in revenue, which necessitated the layoff of a significant number of our staff and the suspension of numerous programming activities. The support from key funding and partnerships was critical in maintaining Ontario Soccer operations, including Ministry of Heritage, Sport, Tourism and Culture Industries, the Government of Canada through the Canada Emergency Wage Subsidy (CEWS) and Canada Emergency Rent Subsidy (CERS), and other businesses.

Moving forward, Ontario Soccer will continue to implement fiscally responsible protocols and make decisions for the sustainability of the organization. We hope to have continued growth to allow us to recover and to provide added value to our District Associations, Associate Members and community partners.

The financial statements of Ontario Soccer have been audited by Grant Thornton LLP and the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Association as of March 31, 2021 and December 31, 2020, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## **OPERATIONAL COMMITTEES**

The following committees held some meetings in 2020 providing subject matter expertise in support of our program operations. However, due to the pandemic the majority were inactive. For 2021, two new operational committees have been established, the "Anti-Racism, Access and Equity Committee" and "Information Technology Committee".

- Match Officials Development Committee (MODC)
- Technical Advisory Committee (TAC)
- Competitions Management Committee (CMC)
- Marketing Advisory Committee (MAC)



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