



Ontario Soccer

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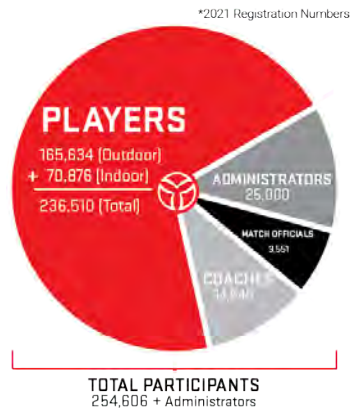


ANNUAL REPORT 2021-2022

Message from the President 2
 Message from the CEO 3
 Coaching Development 4-6
 Player Development Program (+OPDL)..... 7-10
 Grassroots 11
 Club Licensing 12
 Match Officials Development 13-16
 Provincial Xcel Program..... 17-20
 Business Development 21-22
 Marketing 23-24
 Communications 25-26
 Events 27-29
 Competitions 30-36
 Administration 37-40
 Registration Report 41-42
 Finance..... 43-44

Founded: 1901
Affiliation: Canada Soccer
President Peter Augruso
Chief Executive Officer: Johnny Misley
Board of Directors: 12 Directors
Members:
 • 21 District Associations
 • 13 Associate Members

ANNUAL BUDGET: \$7.27 MILLION (2021-2022)



**WE ARE
 ONTARIO SOCCER**



After a year of unprecedented disruption by the COVID pandemic in 2020, the world slowly returned to some kind of normalcy. Countless events and opportunities fell by the wayside, causing competition organisers, clubs, coaches, administrators, players and officials’ considerable uncertainty and challenged our health and mental well-being.

In 2021/22 we were able to take our first steps on the long road to recovery, with our beautiful game being an important part in that process. Many of our activities were able to take place again, albeit sometimes in limited circumstances due to ongoing restrictions.

We at Ontario Soccer were not immune to the inevitable trend of waylaid events, with significant cancellations and postponements to both major and grassroots events.

In addition to being President and Chair of the Board of Directors of Ontario Soccer, I’ve also been a player, coach, official, administrator and most importantly a soccer parent and fan, so I am acutely aware of the struggles folks have endured this past year. However, I’m passionate about the game and with your help want to see it grow significantly beyond our “pre-pandemic” levels.

In 2021/22 we began to see some recovery and we know it will happen in phases; we are in the recovery and rebuilding phase of soccer in Ontario. We’ve ensured the stability of our organization and that of our members from a financial point of view and will slowly work on the human resources needed to ensure the membership is served in a professional and competent environment.

The reality is that grassroots soccer has been devastated by the pandemic and the ensuing lockdowns, which were intended to keep us all safe. Nevertheless, without a robust, thriving grassroots game soccer cannot recover, let alone grow beyond where we were before COVID-19.

As we recover from the pandemic, collaboration with the membership is critical to Grow, Develop and Govern the game. Our new Strategic Plan focuses us all on those things the membership considers most important to recover, rebuild and thrive in 2022 and beyond. It’s important for our entire membership to ensure our communication networks are open and transparent, so we can share best practices, and most importantly, leverage our expertise so we’re not duplicating our efforts.

Ontario Soccer’s programs and services are essential to ensuring a safe return to play and healthy, active living for all Ontarians. Soccer brings communities together and research shows that participating in organized sport improves the physical and mental health of people from all walks of life. It doesn’t matter whether they’re playing in competitive leagues or purely for fun; the health and social benefits of sport are vital for kids and adults alike.

#PLAY/INSPIRE/UNITE

Peter Augruso
 President/Chair, Board of Directors

The 2021-2022 operating year showed signs of positive recovery from the global pandemic. As we are now well into the 2022-2023 operating year, we are no longer “seeing the light from within the tunnel but now outside and starting to enjoy the sunshine”.

The 2021-2022 operating year saw soccer return around the province with limited government restrictions. This was a very positive step in comparison to 2020 which will be looked upon as our darkest period for the game since the last pandemic of the early nineteen hundreds.



Based on both positive indoor and outdoor season registrations for 2021-2022, it was evident the game was missed and return to play is now resembling pre-pandemic numbers.

During this time period we have also witnessed two significant positive and historic events; the first ever women’s Olympic gold medal at the Tokyo Olympic Games and the 2022 qualification of the Men’s Team for FIFA World Cup Qatar 2022™. These accomplishments have created a wave of hope, excitement and pride this country has not seen in decades. Adding to these accomplishments is soccer in Ontario’s role in populating these two national teams. 80% of the men’s team roster and 61% on the women’s side were raised through the development system here in Ontario. The hard work of many through such strategic initiatives as Long Term Player Development, OPDL and League1 Ontario have played a large part in Canada’s success. It was once said, “It takes a village to raise an athlete”. The membership of Ontario Soccer must share in these accomplishments today and in the future.

This 2021-2022 Operations Report provides an overall summary of Operations for Ontario Soccer during this operating period.

I wish to recognize the leadership and support of the Board of Directors as well as the amazing staff (past and present) that continue to demonstrate genuine loyalty to the Association and game. Resilience and pride are characteristics that have risen from the challenges faced during this pandemic.

We are now on a path of recovery and rebuild and guided by a very bright future ahead of us all.

Yours in Soccer;

Johnny R. Misley
CEO, Ontario Soccer



SOCCKER OPERATIONS COACHING DEVELOPMENT PROGRAM

In 2021, Ontario Soccer Coach Development continued to deliver clinics and training across the province at the local grassroots, Provincial and National level in a blended approach. Shifting to a hybrid model in 2020, courses continued with a portion online and the remainder in-person.

There were **362** new Coaches who attended the Canada Soccer National C License in Ontario. Courses took place at the Ontario Soccer Centre primarily, but others backlogged from 2020 took place in various Districts around the province, ranging from Ottawa to Niagara Falls.

The NextGen Pilot, run through North Toronto Soccer Club, supported 49 current players in completing their C License training.

Community Coach Certification

In alignment with Canada Soccer Academy on SmarterU, Ontario Soccer began the delivery of only the practical component of Grassroots Coach Education. This more accessible approach significantly reduced the required time for coaches to complete a course (ie. Learn to Train went from two full eight-hour days in-person to a 3-hour self-guided module online and only six hours in-person).

Costs to run the courses decreased, and Ontario Soccer reduced the average course cost by \$50/coach. In alignment with NCCP standards, courses were now jointly delivered by two Learning Facilitators; enhancing coach development by increasing the range of facilitator feedback.

In 2021, **723** Community Coaches were certified:

- Active Start: **2** courses, **28** Coaches certified (36% Female)
- Fundamentals: **3** courses, **53** Coaches certified (38% Female)
- Learn to Train: **18** courses, **362** Coaches certified (30% Female)
- Soccer for Life: **13** courses, **280** Coaches certified (22% Female)

The relatively low number was due to Ontario Soccer allowing coaches to be registered/assigned to teams for the 2021 competitive season with only the 'Theory' component of Grassroots Coach Education completed.

Learning Facilitator Performance

Feedback from the course candidates on Ontario Soccer's Learning Facilitators continues to be overwhelmingly positive, even with the adjustment in delivery format for Grassroots Coach Education. A total of 471 (**65%**) who attended, provided the following feedback.

- **99%** of all coaches who attended the courses rated their Learning Facilitator as 'excellent' or 'good'
- **94%** of coaches said they would return and do another course with their Ontario Soccer Learning Facilitator again if they were assigned



Female Coach Mentorship Program

Due to the global pandemic, the Female Coach Mentorship Program was suspended and is currently being re-designed to provide mentorship opportunities to all equity seeking groups in the membership.

Ontario Soccer Video Coach Evaluations

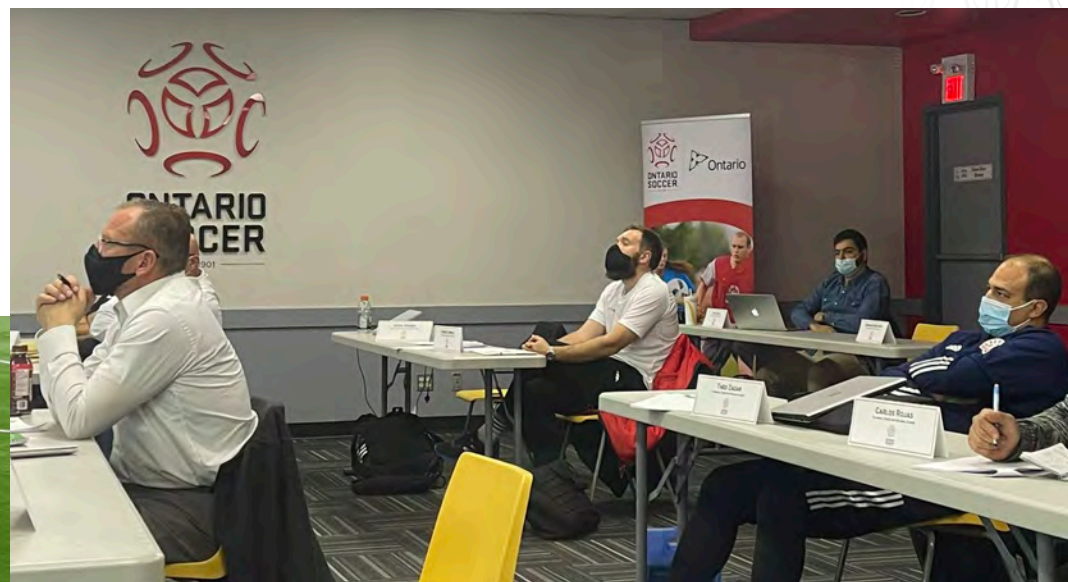
In 2021, due to the global pandemic, the video evaluation process was not re-opened in Ontario until September. Of the **82** coaches who were unable to complete the process from 2020, a total of **37** have successfully been certified, **17** were deemed to be approaching the standard and **10** did not complete the process. The remaining **28** coaches continue to be in process.

To support new coaches wishing to be evaluated, two unique blocks – Fall 2021 and Q1 2022, were launched with **97** coaches provided the opportunity to be evaluated for Canada Soccer's C Licence or B Licence Part 1 (90 and 7 respectively). Of the **76** coaches who were able to complete the evaluation process for the C Licence, a total of **52** coaches were successful, representing a success rate of 68%.

Other

Coach Development offered several other courses / learning opportunities over the course of 2021/2022:

- The Ontario Soccer Goalkeeper Coach Diploma Course (**14** Coaches)
- The Ontario Soccer Technical Director Diploma Course (**18** TD's)
- The Fitness Coach Course (**11** instructors trained)
- Nearly **400** users accessed the Ontario Soccer on-line Coach Learning Platform, which has become the hub for development of coaches, players and high performance education in Ontario





Program Management

Operating at U13, U14, U15 and U17 age groups, the Ontario Player Development League launched its **7th** year of operations in 2021 – after pausing in 2020 due to the global pandemic – allowing for the program to continue providing 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.

Highlights

- All OPDL Licence Holders were successful in maintaining their National Youth Club Licence through Canada Soccer in 2021;
- To support their recovery post-pandemic, Ontario Soccer extended renewal opportunities to all OPDL Licence Holders on a three-year basis, instead of the standard two years, for **2022-24**;
- Neither Canada Soccer's Men's or Women's National Team EXCEL Workshops were conducted as both were in the hiring process for new staff in-take for 2022;
- Five new Licence Holders were successfully approved for 2020 (except for NFSC in 2021) - Rush Canada, FC Durham, Sigma FC, Kingston United, and Niagara Falls SC – and participated in the 2021 OPDL Season;
- Over **\$120,000** distributed to OPDL players as part of the "OPDL Athlete Scholarship Program" in 2021;
- The U12 OPDL Festival concept was suspended in 2021;
- The Third edition of the Gatorade 5v5 Tournament was suspended in 2021;
- Canada Soccer National Team REX Super Centre integrated into OPDL competition, providing a competitive platform for REX female players while enlarging the exposure of OPDL players to National Coaching staff;
- Overall, game day experience satisfaction rate was an average of over **80%** approval rate among players/parents and teams;

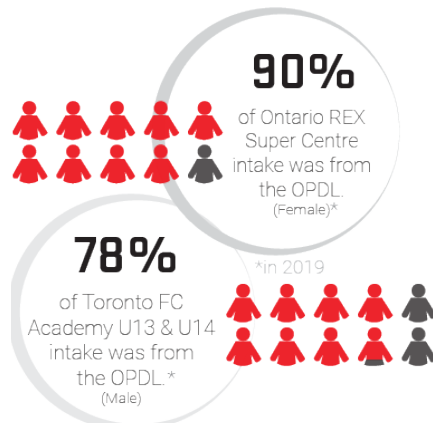
SOCCER OPERATIONS PLAYER DEVELOPMENT PROGRAM





Highlights Cont'd

- Marketing and promotion of the program continued to expand with focus on promotion of the program via social media platforms;
- The OPDL Cup was suspended in 2021 with priority being the league matches due to the condensed season;
- The "OPDL Appreciation Day at BMO", presented by TFC, was not held in 2021;
- Support of implementation of the National Youth Licence for OPDL Coaches. The Youth Licence will become a requirement by 2024;
- Over **\$8,500** raised for different charities from the OPDL Charity Shield held in 2021;
- Implementation of new layer of player identification to include input for OPDL coaches on top performing players during the OPDL season. In total, over **1,000 players** were identified during this process and information added to their profile for further screening.
- OPDL RFP process was modified in 2021, with Canada Soccer conducting the first phase of the assessment, and successful clubs then being passed to Ontario Soccer for OPDL Assessment. A total of two clubs were successful in graduating to work with Ontario Soccer on this process in 2022;
- The 'OPDL On-Campus' initiative was suspended, to safeguard access to competition, due to the health restrictions imposed at University Campuses across the province in 2021



OPDL Coach Development Program

In 2021, as in 2020, Ontario Soccer's OPDL Coach Development Program was cancelled. During the course of 2021, the program has been re-designed to see greater alignment with the Coach Association of Canada's (CAC) National Coach Certification Program (NCCP) so that more soccer coaches can enter and complete the Advanced Coach Diploma. It will be re-launched in 2023 after member consultation is completed in 2022.

Annual Performance Review

Due to the global pandemic, this program was not delivered in full due to the absence of Regional Manager staff to execute. In order to better support the OPDL Licence Holders post-pandemic, Ontario Soccer Staff re-initiated the annual assessment with each Club in the form of a self-assessment at the conclusion of the 2021 Season.

This process, with the adjustment of the OPDL Licensing renewals being issued for an additional year at a total of **three** years, would serve as a baseline for future assessments and aid Ontario Soccer in strategizing support for the program going forward.

The self-assessments showed that OPDL Licence Holders, despite the effects of the pandemic, were still operating Grassroots and High Performance programs at **98%** (83% in 2019) and **96%** (88% in 2019), respectively, relative to the standards outlined for assessment.



Grassroots Alignment with Canada Soccer

In October 2021, Ontario Soccer launched its own Grassroots Standards, based on those launched by Canada Soccer, but simultaneously taking into consideration the long history of Long-Term Player Development implementation that began in 2012. The document sees minor adjustments to the overall criteria with the most significant being the inclusion of Under-13 into grassroots soccer.

As a recommended framework, unlike its mandated predecessors, Ontario Soccer is working with District Associations across the province to implement the standards, as a Pilot Project, to source critical data for broader implementation in the future.

Intimately tied to this program is Canada Soccer's Skill Centre program which has been modified for implementation in Ontario. As much of the competition and coaching criteria has already been in place in Ontario's Operational Procedures through Long-Term Player Development initiatives, Ontario Soccer will continue to work with its District members on elevating standards for Grassroots Soccer.

By doing so, no further striation of the system occurs – allowing more players to have better experiences locally - and that the province as a whole can provide a holistic development experience to all soccer participants at the grassroots ages regardless of club or geographic location.



Implementation of Club Licensing

In 2021, the program's third year, a pilot initiative with Canada Soccer was delivered to test the new Club Licensing Management system.

Sixteen Clubs were granted the opportunity to participate in the program with priority being given to those **49** member clubs who were unable to complete the process in 2020 due to the pandemic. Through this Pilot Project, which saw the successful implementation of the National Club Licensing System, a total of **12** Clubs successfully received a licence: **five** MA Level 2, **five** MA Level 1, and **two** Quality Soccer Provider.



A further **two** Clubs were successful in meeting the initial requirements of the National Youth Club Licence and have been passed on to Ontario Soccer for assessment as per OPDL criteria through 2022 for potential in-take in 2023.

In February of 2022, Ontario Soccer closed the application window for Clubs interested in achieving the 'Quality Soccer Provider' (QSP) level – all other levels remained closed - and would assess a total of **75** Clubs for the following cycle. In order to meet the Canada Soccer mandate that all active members either hold or are in process to receive a minimum of QSP by the end of 2023, Ontario Soccer is working with the District Members to embed QSP criteria into their respective annual membership renewal processes.

As of March 31, 2022, Ontario Soccer had **58** licensed clubs across all levels; **29** National Youth Club Licence Holders, **5** MA Level 2 clubs, **15** MA Level 1 clubs, and **10** QSP clubs.





SOCCKER OPERATIONS MATCH OFFICIALS DEVELOPMENT PROGRAM

Recruitment and Retention

In November of 2021, a recruitment and retention strategy was developed focused on providing a consistent flow of prospective Match Officials. This program included video, graphic collateral, resources and presentation to be used by our membership. This program was delivered to membership in early 2022.

- Created a Recruitment Video for distribution to all members and use on social media
- Created a Social Media presence by providing stories around the positivity of officiating
- Provided Clubs and Districts with a template to promote ongoing recruitment
- Featured on 2 podcasts
- Multiple stories and special interest news articles to assist in recruitment

Multiple discounts and pricing strategies were also created to entice new officials and new official referrals for 2022 registration:

- Discounts (bulk discounts for Clubs and Districts, referral discount, new kit discount)
- Early bird fees
- MilkUP SWAG program to new officials
- Invited pre-2019 officials to return

Clinics

In 2021-2022, Match Official Online Accreditation and Certification was developed and delivered. This was also a component of the Recruitment program.

An additional **8** instructors and **10** Provincial Development Officers were trained to assist with the planned expansion of the 2022 Clinics.

New Accreditations and Clinic Hosting

	2021	Early 2022
ENTRY LEVEL	420	601
SMALL SIDED	531	671
TOTAL WEBINARS	82	37
TOTAL PRACTICAL	74	3*

*Majority occurred later in the spring

LTOD

The Ontario Trillium Foundation extended the program into mid-2022. Due to limited staff and resource capacity, it was determined that the full delivery of LTOD could not be delivered by the timelines set.

Initiatives and Programs Successfully Completed:

- Talent ID process/Scout training
- Club Instructor Program accreditation – 50 new instructors
- Pre-season webinars and education
- Adjusted existing Mentor program

Talent Identification Program

This groundbreaking approach utilizes a Talent ID and Scouting Program to provide development opportunities to all Match officials and Development Support Team (DST) Members, regardless of grade, age, gender, ethnicity or ability (diversity initiative).

NextGen Program

The NextGen Program is an education and support program for the top Match Officials in Ontario (capacity reduced from 20 to 10 in 2022). Designed to prepare Match Officials for nomination to the Canada Soccer NextGen Program and CPL assignments, multiple education events have been hosted online, and access has been provided to the National List officials for feedback and support.

Mentorship Program

The Mentorship program has been adapted in early 2022 to simplify delivery at the Club level.

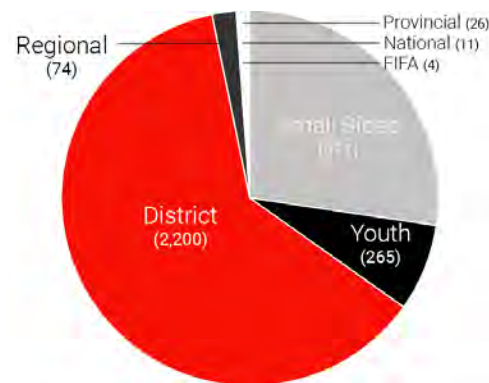
Futsal

The Match Officials Development Program staff are working closely with the Futsal Working Group to create a more cohesive approach to the promotion and support of Futsal. This includes:

- Review of current Futsal Grading protocol
- Introduction of a new fitness program for Futsal
- Creation of an Instructor and Assessors Match Officials focus group



2021 Registration - 3,128 Total



Female registration continues to be tracked and monitored for patterns and program development:

Category	Count	Percentage
FIFA	3	(75%)
National	2	(18%)
Provincial	2	(8%)
Regional	5	(7%)
District	316	(14%)
Youth	85	(32%)
Small Sided	366	(38%)
TOTAL	778	(25%)

2022 Registration - 1,871 Total*

FIFA	4	District	1429
National	10	Youth	52
Provincial	23	Small Sided	283
Regional	70		

*More than half of registrations typically occur after March 31.

Upgrading Programs

- There are currently **15** officials in the Regional Upgrading Program and **11** in the Provincial Upgrading program (including two females)
- There were **7** officials that were upgraded after having been carried over from the 2020 Upgrading pool

Other Program Areas:

- Initiated a research project with Dr. Tracy Vaillancourt regarding Bullying and Abuse of Youth Match Officials (deferred to 2022)
- Created Ontario Soccer #NoRefNoGame program
- Data collection of yellow and red cards applied to Technical Staff
- Created a Laws of the Game module for Discipline committee members to assist in their knowledge of Match Official decisions
- With the Anti Racism, Access and Equity Committee, collaboratively created a training module delivered to the Match Official community



Provincial Player Identification

In 2021, the Ontario Soccer High Performance Team identified over **600** players for continued screening within the 2022 Provincial Xcel program. These 600 plus players were identified across the age groups of U14, U15, U16 and U18 for both girls and boys from the OPDL, through scouting, and Talent on Location Day Video Recommendation Process. Due to the Coronavirus (COVID-19) pandemic the Provincial Xcel program did not operate during the 2021 Season.

National Player Identification

Ontario provided an improved average of **62%** (up from **57%** in 2019) of the athletes selected for Canadian National Senior Men's & Women's programs.

Program Status 2021/22

The following 2021/22 Provincial Xcel programs were cancelled as a result of the Coronavirus (COVID-19) pandemic:

- 2021 Provincial Screening Competition weekends
- 2021 Provincial Projects weekends
- 2021 Ontario vs Quebec Preparation weekend
- 2021 Ontario vs Quebec Competition Series
- 2021 Greater North Talent on Location Days - U13, U14 Girls & Boys (Sudbury & Thunder Bay)
- 2021 Greater Toronto Area Talent on Location Days - U13, U14, U15, Girls & Boys (Ontario Soccer Centre)
Both Talent on Location Day events replaced with Video Recommendation Process
- 2022 Provincial Projects weekends



**SOCCKER OPERATIONS
PROVINCIAL XCEL
PROGRAM**

Provincial Xcel

The Provincial Xcel Program is available to all Ontario Soccer registered players who are competing at either U14, U15 or U16 age groups. For the 2021 Season, U17 players were also eligible for selection in preparation for the 2022 Canada Summer Games. 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 typically take place from January to April but were cancelled for 2021. The program involves one screening weekend (three sessions each) per month from January to March, with one preparation weekend, and one inter-Provincial Teams competition in April.

It was at the Ontario vs Quebec Series Competition in April of 2022 where Canada Soccer was 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 Xcel 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 Standard --- 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 Xcel Staff to enhance best practice coaching habits to National Excel Standards --- *To provide an opportunity for Canada Soccer National B Licence Part 1 and/or Youth Licence coaches to obtain experience working in a Provincial Xcel environment*
5. Accelerate the development of potential players to be selected for the 2022 Canada Summer Games (U18 Age Group).



Provincial Xcel Identification Calendar



Provincial Screening Competition, Provincial Team

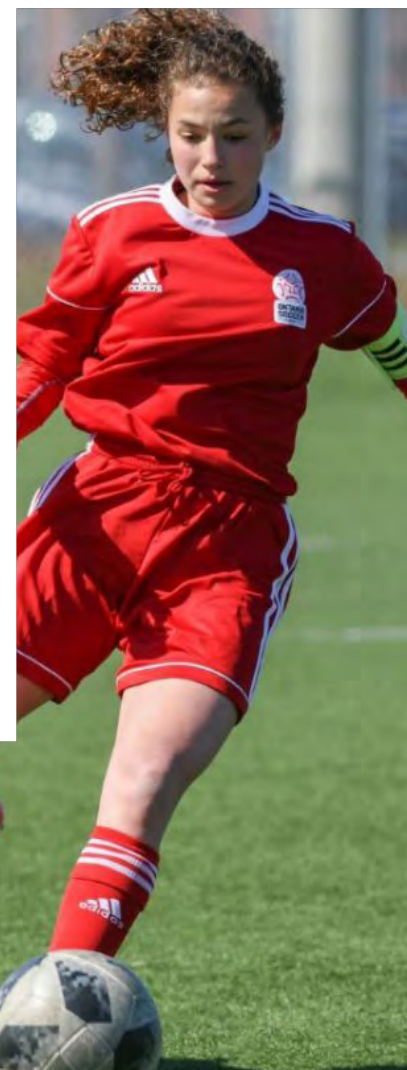
Female Players Identified for 2022 Screening Competition

Under 14 Girls OPDL (born 2008)	88
Under 14 Girls non-OPDL (born 2008)	0
Under 15 Girls OPDL (born 2007)	69
Under 15 Girls non-OPDL (born 2007)	10
Under 16 Girls OPDL (born 2006)	66
Under 16 Girls non-OPDL (born 2006)	10
Under 18 Girls OPDL (born 04/05)	57
Under 18 Girls non-OPDL (born 04/05)	11

Female OPDL Players Selected into Canada Soccer National Development Centre: 12 - 6 (2007), 5 (2006), 1 (2005)

Male Players Identified for 2022 Screening Competition

Under 14 Boys OPDL (born 2008)	68
Under 14 Boys non-OPDL (born 2008)	20
Under 15 Boys OPDL (born 2007)	74
Under 15 Boys non-OPDL (born 2007)	13
Under 16 Boys OPDL (born 2006)	68
Under 16 Boys non-OPDL (born 2006)	13
Under 18 Boys OPDL (born 04/05)	53
Under 18 Boys non-OPDL (born 04/05)	20





BUSINESS OPERATIONS
BUSINESS DEVELOPMENT

Partner Acquisition and Activation

The year 2021 saw a renewed vigor in the partnership discussions, leading Ontario Soccer to take two-pronged approach to partner relations:

- Carefully reactivate existing partner prospects on route to converting them into commercial partners
- Actively engage with valued partners like TFC, Gatorade, SoccerX, Respect in Sport, Nothers – The Award Store and HUB Insurance to re-invigorate the relationship and generate returns on their partnership investment

One prospect that was parlayed into a partner was the Dairy Farmers of Ontario. Aligning around a mutual focus on youth leadership development, both partners created the “MilkUP Ontario Soccer Future Leaders Program” to holistically support the education and development of Youth Leaders within Ontario Soccer through recognition and development, with an emphasis on growth.

Fueled by the successful inaugural year of this partnership, Ontario Soccer was able to convince DFO to further expand their involvement, which in early 2022 made DFO both a Premier Partner, while also becoming the exclusive title partner of the prestigious Ontario Cup Provincial Championships to be renamed “MilkUP Ontario Cup.”

Ongoing work with existing partners also launched a variety of initiatives designed to enhance engagement with membership organizations and bring value and resources to aid in their recovery. Some of those initiatives are outlined below:

- Toronto FC Fundraising Program
- SoccerX Preferred Retail Partner Affiliate Program
- Respect in Sport Return to Play Incentive Program
- 50/50 Raffle Fundraising Program

Premier Partners



Program Partners



Official Suppliers



Sport Partners





#PitchInPlayON

**BUSINESS OPERATIONS
MARKETING**

In 2020, the pandemic shifted the way the Ontario Soccer membership interacted with the Ontario Soccer brand. More people were home more often, whether it was working from home, training from home, or simply spending time at home – the home was the centre of everything. Adapting to this home-centric reality, Ontario Soccer followed a dynamic wave of marketing and member engagement campaigns.

Pitch In, Play ON!

This early spring 2021 campaign supported members by providing them with resources to assist in bringing registration numbers to more sustainable levels. The resources included social media graphics, email signature graphics, co-branded logo applications, infographics, PowerPoint slides and general web graphics. When the campaign launched, the associated newsletter article received 9,151 clickthroughs, and the toolkit webpage was accessed 1,625 times.



Play ON! eLearning Series

During the downtime of spring 2021 (March – May), Ontario Soccer initiated a series of 1-hour long webinars to keep members engaged and support their development during the sport shutdown. The “Play-ON eLearning Series Presented by Respect in Sport” was a perfect balance of technical and soft skill topics, and hosted a number of industry experts.

Awareness Dates

In support of the Diversity, Equity, and Inclusion (DEI) efforts, Ontario Soccer began marking significant dates to celebrate the diversity within the soccer community. The first was International Women’s Day 2021 (March 2021). Other dates included Pride (June 2021), National Day for Truth and Reconciliation (September 2021), Global Diversity Awareness Month (October 2021), Black History Month (February 2022), and International Women’s Day (March 2022).

Everyone Is Welcome - Vision 2022



Everyone is Welcome

With the release of the new Strategic Plan in spring of 2022, and the new Vision Statement of Ontario Soccer, this campaign was created to continue supporting the Return to Play efforts across the province. This campaign was created to support membership in their Return to Play. A suite of graphics was created and posted online for member access. The Everyone is Welcome (EiW) landing page had 883 visitors to the and 657 visitors to the EiW news article.

Let Us Play (front cover)

Launched during Mental Health Week of May 2021, “Let Us Play” reminded the public and public officials that soccer is good for mental health and people need physical and social activity to remain healthy. Thanks to this lobbying, Ontario Soccer returned to a more normalized approach of soccer delivery in July of 2021.

← Tweet



In our new Strategic Plan, Ontario Soccer are putting our commitment to Diversity, Equity and Inclusivity into action, developing policies, procedures and programming that will help improve the culture of leadership of soccer in Ontario.

Learn more:

ontariosoccer.net/news_article/s...

INITIATIVES

GOVERN:
Establishing a more effective and efficient governance structure, Ontario Soccer is also progressing within the areas of diversity, equity, and inclusivity, while implementing an organization-wide technology platform - the Member Management Ecosystem.

GOVERNANCE MODERNIZATION OF DISTRICTS
Amalgamation of Districts under principles of good governance and aligned operations.
OUTCOME Stakeholder-driven, modernized membership delivery and service model that is better connected to and more supportive of Clubs throughout Ontario.

DIVERSITY, EQUITY, AND INCLUSIVITY
Ontario Soccer and its membership are committed to supporting inclusion, equity, diversity, and access in its policies, procedures, communication, education and operational activities.
OUTCOME Changing the culture and face of leadership of soccer in Ontario.

MEMBER MANAGEMENT ECOSYSTEM
Continued development and implementation of Ontario Soccer/SportsEngine's member management ecosystem.
OUTCOME More effective and efficient management of soccer for all levels of the game.

BUSINESS OPERATIONS COMMUNICATIONS

In 2021, Ontario Soccer's Digital and Communications Operations continued to focus on crisis communications in response to the COVID-19 public health situation, but was able to shift that focus toward soccer's recovery and return to play. This work included consulting with the Government of Ontario, through the Ministry of Heritage, Sport, Tourism and Culture Industries, to interpret the Re-Opening Plan for Sport and what it meant, including the opportunities and ongoing limitations for soccer organizations in Ontario.

The Digital and Communications team disseminated recovery information through various tools and campaigns, and during and during the January to March 2022 bridge period to its new Fiscal Year, Ontario Soccer released a new Strategic Plan for 2022 – 2026, which helped to further demonstrate that the soccer community was turning a major corner on its return to normal for the organization and soccer in Ontario.

Let Us Play	Digital Impact
18,000+ views	368 views
28,000+ reached, 1,000+ engagement	160 opens by Districts, 490 by Clubs
246,000+ impressions	
Everyone is Welcome	Digital Impact
10,000+ views	368 views
12,000+ reached	160 opens by Districts, 490 by Clubs
6,500+ impressions in first week	
Return to Play Guide	Digital Impact
9,000+ views	9,150 views
3,000+ reached	168 opens by Districts, 531 by Clubs
3,000+ impressions	
Strategic Plan	Digital Impact
13,000+ views	2,544 views
12,000+ reached	356 opens by Districts, 1,048 by Clubs
32,000+ impressions in first week	

- 2021 Digital Channels Analytics:**
- 101,025 views on YouTube
 - 1 million impressions on YouTube
 - 317,879 users accessed OntarioSoccer.net
 - 20,504 views on Livestream
 - Instagram profile had 81,549 visits
 - Facebook likes increased by 720
 - Twitter: 2.5 million impressions



BUSINESS OPERATIONS EVENTS

For the second time in its history, the 34th Annual Centre Circle Awards Reception was held virtually via Microsoft Teams. Taking place on Sunday, October 3, 2021 at 7:00pm, the evening was hosted by soccer entrepreneur and League1 Ontario Board Member Chelsea Spencer.

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.

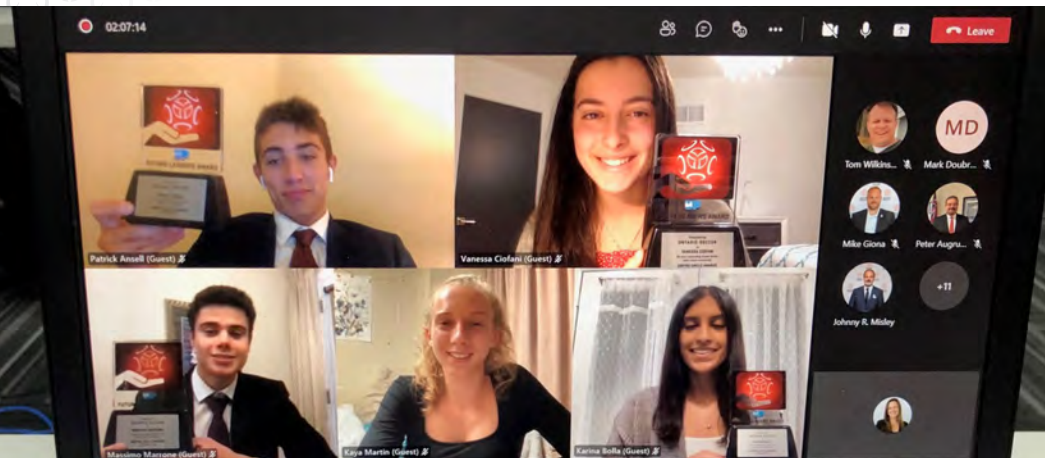
With the generous support of new Community Partner Dairy Farmers of Ontario, a new category was introduced – the MilkUP Future Leaders Award. Celebrating the outstanding achievements of youth in the soccer community, this award acknowledges the selfless display of civic care, pride in one's sport and leadership, an attitude of resilience and strong work ethic, and a constant desire for impact and improvement.

This category recognizes five youth in their graduating year of high school, who have made an outstanding impact on the local soccer community as a leader, player, coach, match official or administrator. As part of the award, each winner received a \$2,500 bursary to use towards their Post-Secondary education.

AWARD	RECIPIENT	NOMINATED BY
Club Recognition Award	Brams United SC	Peel Halton SA
Meritorious Service Award	Allan Field	Scarborough SA
Meritorious Award	Jacques Konig	Toronto SA
Meritorious Award	Dave Holder	Eastern Ontario District SA
Mike Bremer Award	Mark Doubrough	Match Official Development Committee
Carol Anne Chenard Award	Traci Cummings	Match Official Development Committee
High Performance Match Officials	Jason Olinski	Match Official Development Committee
Coach Development Award	Rick Morandini	Newmarket SC
Coach – Soccer For Life Award	Hollie Babut	Pickering FC
Coach – High Performance Award	Kristina Kiss	Eastern Ontario District SA
Brian Avey Award	Mike Giona	Staff of Ontario Soccer
President's Award	Bill Manning - TFC	President and CEO of Ontario Soccer

MilkUP Future Leaders Winners

RECIPIENT	ORGANIZATION
Kaya Martin	Opeongo Minor SC
Karina Bolla	East Gwillimbury SC
Vanessa Ciofani	Oakville SC
Patrick Ansell	Lambton Kent SA
Massimo Marrone	Greater Sudbury SC



Ontario Soccer Summit

As a result of the ongoing public health crisis, in September of 2020, Ontario Soccer made the decision to postpone the 6th edition of the Ontario Soccer Summit to 2022.

While planning for 2022, Ontario Soccer circulated a survey to key Summit stakeholders in August 2021. The intent of this survey was to gauge the interest levels and state of readiness of the soccer community to attend the event in Ottawa in February 2022 given COVID-19 considerations.

The results of this survey indicated that membership was not yet ready to commit to attending the Summit. Guided by this data, in September of 2021, Ontario Soccer made the decision to once more delay the hosting of the Ontario Soccer Summit in Ottawa until February 2023.

**BUSINESS OPERATIONS
COMPETITIONS**

Ontario Indoor Cup 2021/2022

The Ontario Indoor Cup serves as the provincial championship for small-sided soccer during the Indoor Season. The competition is offered in the Under 13, Under 14, Under 16 and Under 18 Boys and Girls age divisions.



In 2021, this competition was cancelled due to COVID-19 and Provincial Government restrictions in place.

The Ontario Indoor Cup was held in 2022 in all divisions except the Under 18 divisions. The Competition began in December with Preliminary Rounds and the Finals Rounds were finished in late February, despite a lengthy interruption, when Provincial Government restrictions shut down sports facilities for most of January. Unfortunately, there was not enough facility time available to complete the Under 18 divisions after the shut down.

The 2022 Indoor Cup saw a promising registration rate of **90%** of 2019 numbers, with **123** teams in the competition.

2022 Ontario Indoor Cup Champions

DIVISION	TEAM	CLUB ACADEMY	DISTRICT ASSOCIATION
Under 13 Boys	Milton Magic Grey	Milton Youth SC	Peel Halton SA
Under 13 Girls	Mississauga Prostars	Prostars FC Academy	Peel Halton SA
Under 14 Boys	Caledon MK	Caledon SC	Peel Halton SA
Under 14 Girls	Mississauga Supernova FC Black	Supernova FC	Peel Halton SA
Under 16 Boys	Thunder Bay Chill	Thunder Bay Chill	Soccer Northwest Ontario
Under 16 Girls	Erin Mills Eagles Green	Erin Mills SC	Peel Halton SA
Under 18 Boys	No Event		
Under 18 Girls	No Event		

Ontario Futsal Cup 2021/2022

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 15 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.



The Ontario Futsal Cup offers competition in the following divisions; the Under 13, Under 14, Under 16 and Under 18 divisions, Men's and Women's divisions. However, the suspension of soccer and Futsal due to COVID-19 caused the competition to be cancelled for 2021.

The Ontario Futsal Cup in 2022 planned to operate in all divisions, however, there were not enough entries in the Under 13 Boys, Under 14 Girls and Women's divisions to run. The Ontario Futsal Cup Final Round for the Under 13 - Under 16 youth divisions, as well as the Men's division were scheduled to be held at Durham College in Oshawa in March.

The Ontario Futsal Cup for the Under 18 divisions were to be played at The 2022 Ontario Winter Games during March Break in Renfrew County. However, the Ontario Winter Games were postponed until 2023. As a result, dates and facilities had to be sourced to hold the Under 18 Boys and Girls divisions. Games were played at the Vaughan Sportsplex II.

In the Men's Ontario Futsal Cup, the champions advanced to the 2022 Futsal Canadian Championships hosted in Gatineau, Quebec April 14-17, 2022. Six provinces participated in the competition. Toronto Idolo participated as the Provincial Champions and collected the Silver Medal finishing in second place.

2022 Ontario Futsal Cup Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Under 13 Girls	Unionville Milliken Strikers Red	Unionville Milliken SC	York Region SA
Under 14 Boys	Alliance FC Black London	Alliance FC	Elgin Middlesex SA
Under 16 Boys	Unionville Milliken Strikers Red	Unionville Milliken SC	York Region SA
Under 16 Girls	Erin Mills Eagles Green	Erin Mills SC	Peel Halton SA
Under 18 Boys	Glen Shields Juve FC	Glen Shields SC	York Region SA
Under 18 Girls	Woodbridge Strikers	Woodbridge SC	York Region SA
Men	Toronto Idolo	Prostars FC Academy	Peel Halton SA



Ontario Cup

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.



In 2021, a new format was introduced for the Under 13 to Under 17 age divisions, due to a shortened outdoor season as a result of COVID-19. In this format, teams played a single knock-out format with a two game guarantee.

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.

It should be noted that the number of teams entering the Ontario Cup in 2021 was likely influenced by the suspension of soccer due to COVID-19. The competition would normally commence in June, however, Return to Play was not permitted until mid-July. The late start also resulted in the cancellation of the Under 18 and Under 21 divisions. These divisions would normally be concluded at the end of July to allow players to return to college/university, and thus, could not conclude in time.



421 Number of Games Played

1160 Number of Team Officials
(based on 4 per team)

5220 Number of Players
(based on 18 players per team)

1303 Number of Match Officials
(based on 3 per game and 4 per Semi-Final and Final Game)

2021 Ontario Cup Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Under 13 Boys	Dutch Connections Toronto	Dutch Connections	Scarborough SA
Under 13 Girls	London Alliance FC Mustangs	Alliance FC	Elgin Middlesex SA
Under 14 Boys	Mississauga Dixie 2007 Black	Dixie SC	Peel Halton SA
Under 14 Girls	Woodbridge Strikers	Woodbridge SC	York Region SA
Under 15 Boys	Glen Shields Juve FC	Glen Shields SC	York Region SA
Under 15 Girls	Dorchester SC Alliance	Dorchester SC	Elgin Middlesex SA
Under 16 Boys	Oakville Blue Devils Navy	Oakville Blue Devils	Peel Halton SA
Under 16 Boys District	Stella Rossa FC Mississauga	Stella Rossa FC	Peel Halton SA
Under 16 Girls	Ottawa Gloucester Hornets	Ottawa Gloucester SC	Eastern Ontario District SA
Under 16 Girls District	Windsor Caboto Strikers Blue	Caboto SC	Essex County SA
Under 17 Boys	Milton Magic Blue	Milton Youth SC	Peel Halton SA
Under 17 Girls	Mississauga Dixie Athletics Black	Dixie SC	Peel Halton SA
Men	Gloucester Celtic	Ottawa Gloucester SC	Eastern Ontario District SA
Women	Scarborough GS United	GS United	Scarborough SA

Ontario Cup Semi-Final Hosts

- Durham Region SA
- North York SA
- Peel Halton SA
- Southwest Soccer
- Scarborough SA

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 Leagues throughout the season may enter this competition.

The winners of the Provincial Championship advance to a Canadian Regional Championship run by Canada Soccer (the Canadian Regional Championships were cancelled by Canada Soccer due to COVID-19 restrictions). A goal for athletes is to reach the highest competitive level possible in this Soccer For Life stream.

The 2021 Masters Provincial Championships featured nine Men’s teams and the Gloucester Celtic team was crowned the Provincial Champions. Unfortunately, there were not enough Women’s Masters teams entered to make a viable competition and the division was cancelled.

2021 Masters Provincial Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Masters Men	Gloucester Celtic	Gloucester Celtic	Eastern Ontario District SA



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.

Canada Soccer announced the cancellation of the 2021 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 2021. The Regional Leagues in Ontario were not able to run a full league season due to COVID-19 restrictions not being lifted until mid -July.

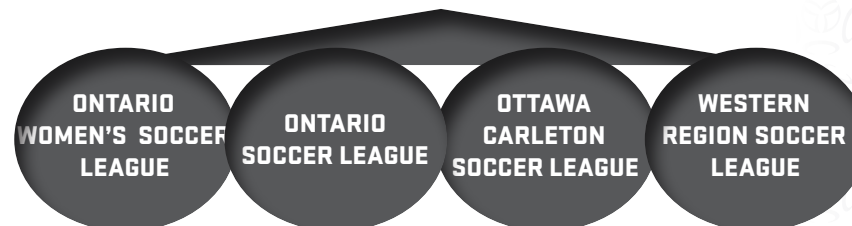
League Management

In 2021, the four youth Regional Leagues and four senior Provincial/Regional Leagues did operate a league season, but due to COVID-19 uncertainty and the lifting of restrictions in mid-July, the league schedules were modified and shortened.

SOCCER FOR LIFE YOUTH REGIONAL LEAGUES



SOCCER FOR LIFE SENIOR PROVINCIAL AND REGIONAL LEAGUES





OPERATIONS ADMINISTRATION AND FINANCE

Code of Conduct and Ethics - Complaints

In December 2020 the Ontario Soccer Board of Directors approved an 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, has proven to be a critical tool to ensuring that our members have an avenue in which to report issues and seek assistance. To that end, Ontario Soccer commenced and completed the training of our front line staff at the District level. Further training of District Boards and Club members is critical to the success of this policy. Training of member Clubs is imperative to understanding that increased visibility and use of this policy translates into a trusted and visible process and policy which serves the soccer community.

COMPLAINTS	2021	2021 - 2022
Whistle Blower Complaints	0	0
Whistleblower Complaints carried over to 2020 and resolved	0	0
Code of Conduct Complaints	54	4
Code complaints resolved in 2021-2022	46	3
Code complaints abandoned, not pursued or redirected	7	5
Code complaints – carried over to following operational year	1	1

Insurance Claims

In the 2021–2022 operational year, the following claims are listed according to the year they commenced:

- 2020 One (1) claim still active.
- 2019 Three (3) claims still active, two (2) claims are ongoing
One (1) claim has been settled and is awaiting a dismissal order
- 2018 One (1) HRTO Case
Four (4) claims are in process
- 2017 One (1) claim, discoveries are complete we will be advised of next steps
- 2016 One (1) claim, discovery complete proceeding to mediation
- 2010 One (1) claim, previously closed has now been reopened



Discipline, Appeals & Dispute Resolution

In early 2021, Ontario Soccer began to use a Dispute Resolution Process instead of the Appeals process to deal with issues that arose within the Club system.

Ontario Soccer heard Discipline cases throughout 2021 – 2022 at a lower volume than is usual. The pandemic impacted the number of cases for both Discipline and Appeals.

TYPE	2020	2021 - 2022
Ontario Soccer Appeal Cases	0	3
Ontario Soccer Dispute Resolution Cases	0	3

ONTARIO SOCCER DISCIPLINE CASES HEARD	2020	2021 - 2022
Ontario Soccer Discipline Panel	5	0
OPDL Discipline Panel	0 (season cancelled)	5
Ontario Cup Discipline Panel	0 (tournament cancelled)	25

Discipline and Appeals Certification Courses

During 2021-2022, programming in the area of Discipline and Appeals certification went through an intense review and rebuild. Courses were halted as changes were made to the content, platform and delivery of the Discipline and Appeals courses. The traditional one-day course was rebuilt and the content has been spread out through three courses; Core Discipline course, Discipline Chair course and Case Manager course. The delivery of the on-line version of these courses will continue in 2022 – 2023. These courses will be hosted by Ontario Soccer using the Zoom platform and facilitated by a certified instructor.

Information Technology

In the past year, the IT Team has made a few changes to some of the products the staff use to improve operations and security:

- Webroot - allow for better security and centralized management
- NinjaOne - a remote monitoring and maintenance solution
- Two Factor Authentication on Office 365 accounts
- Completed the lease on the phone system and bought out the equipment and continue to use it
- The lease on the computer fleet concluded and some of the equipment was purchased
- QuestionPro - to improve survey capabilities when connecting with the membership
- MS Teams - videoconferencing and team environment - expansion to two Ontario Soccer committees

Human Resources

In an effort to provide a comprehensive Benefits Plan for staff and reduce costs, Ontario Soccer ended its association with Sterling Capital Brokers as of November 30, 2021. The new Staff Benefits Plan provider is Victor Insurance under Secure Link Financial Insurance Brokers.

The agreement with Canada Life Pension plan was cancelled as of November 30, 2022 and has been replaced with a Registered Retirement Savings Plan offered through RBC. Participation in this plan is optional for staff.

In 2021, rebuilding staffing capacity was a priority, and plans were in place to secure new staff starting April 2022.

Operational Procedures

During 2021 the Ontario Soccer Operational Procedures underwent a review and update for 2022 and 2023. On January 1, 2022 the updated Ontario Soccer Operational Procedures were implemented.

International/Interprovincial Transfer Certificates (ITCs/IPTs)

The process of ITC's is governed by FIFA. This process 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 2021-2022, the COVID-19 pandemic still had an impact on the number of ITC's requested by players moving in and out of Ontario. The total number of ITC's issued to players leaving Ontario was **250**, a **65%** increase from 2020. The number of ITC's issued to players entering Ontario was **230** signifying a **71%** increase from 2020.

The total number of IPTs issued to players coming into Ontario from other Canadian provinces in 2021- 2022, reflects minimal movement given the COVID-19 pandemic restrictions by the Ontario Government had yet to be fully lifted. The total number of IPTs that were provided to players leaving Ontario to other Canadian provinces in 2021 - 2022 saw a slight increase as the COVID-19 pandemic restrictions in other Provinces started to ease slightly.

Membership/Registration Report

Indoor 2021-2022

DISTRICT ASSOCIATION	MINI FUTSAL	MINI INDOOR	YOUTH FUTSAL	YOUTH INDOOR	SENIOR FUTSAL	SENIOR INDOOR	TOTAL PLAYERS
 Durham Region S.A.	76	2574	177	1805		2005	6637
 East Central Ontario S.A.	61	212		193	4	213	683
 Eastern Ontario & District S.A.	168	2308	166	2237	14	1471	6764
 Elgin Middlesex S.A.		710	21	975	40	3388	5134
 Essex County S.A.				48		660	708
 Hamilton Soccer	41	1210		966		476	2693
 Huronia District S.A.	29	407	51	87	63	101	938
 Lambton Kent S.A.		180		80		11	271
 Niagara S.A.		332		530		651	1513
 North York S.A.	64	209	63	521	49	269	3175
 Peel Halton S.A.	407	7054	43	4905	24	3091	15524
 Sault Amateur S.A.		546		237		417	1200
 Scarborough S.A.		508		503		265	1276
 Soccer Northwest		440		240		526	1206
 Southeast Ontario S.A.	105	449	45	201		730	1530
 Southwest Soccer	422	3321	145	1551	13	1028	6480
 Sudbury Regional S.A.	221		144	6		171	542
 Toronto S.A.	75	2153	232	2021	79	459	5019
 York Region S.A.		4659	113	2887	29	1798	9486
 Ontario Soccer						89	89
Total	1,669	2,7272	1,200	20,193	715	19,819	70,868

The following committees were operational in 2021-2022 providing subject matter expertise in support of our program operations. Thank you to all committee members for your knowledge and guidance in your areas of expertise:

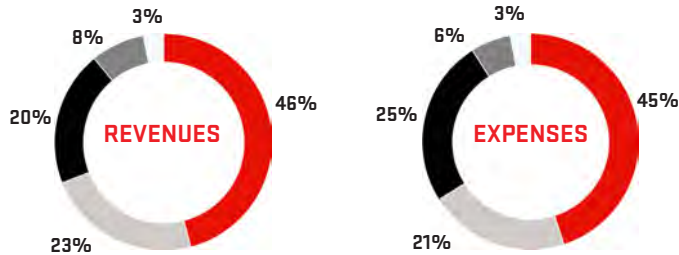
- Match Officials Development Committee (MODC)
- Technical Advisory Committee (TAC)
- Competitions Management Committee (CMC)
- Anti-Racism, Access and Equity Committee
- Information Technology Committee

Membership/Registration Report

Outdoor 2021

DISTRICT ASSOCIATION	MINI U10	MINI U12	YOUTH REC	YOUTH COMP	SENIOR REC	SENIOR COMP	TOTAL PLAYERS
 Durham Region S.A.	4671	1102	2058	1296	1920	191	11238
 East Central Ontario S.A.	2264	337	801		929	19	4350
 Eastern Ontario & District S.A.	9951	3622	3280	2407	3254	1205	23710
 Elgin Middlesex S.A.	5305	1549	439	1401	1242	1189	12125
 Essex County S.A.	2686	974	1227	414	908	83	6292
 Hamilton & District S.A.	4825	1359	823	1500	1416	53	9976
 Huronia District S.A.	2032	661	322	339	285	156	3795
 Lambton Kent S.A.	866	191	134	136	498	126	1951
 Niagara S.A.	4879	950	1541	311	1714	74	9469
 North York S.A.	579	333	78	509	366	156	2021
 Peel Halton S.A.	8827	2800	2310	3341	3265	647	21190
 Sault Amateur S.A.	470	122	55	136	370		1153
 Scarborough S.A.	1334	507	295	611	85	261	3093
 Soccer Northwest	602	178	279		316		1375
 Southeast Ontario S.A.	3369	623	727	353	1543		6615
 South-West Regional S.A.	7916	2010	392	1797	972	566	14653
 Sudbury Regional S.A.	399	135	27	95	432	22	1110
 Toronto S.A.	4565	1770	655	2001	623	250	9864
 York Region S.A.	6457	2788	2211	3112	4898	447	19913
 Ontario Soccer				98		1640	1738
Total	71,997	22,011	19,654	19,857	25,027	7,805	165,631

For the year ended March 31, 2022, the consolidated excess of revenue over expenses before amortization, **\$1,658,205** compared to last year's** ending balance, deficiency of revenue over expenses **\$(45,026)**. After amortization, excess of revenue over expenses **\$1,103,869** compared to last year's** ending balance, deficiency of revenue over expenses **\$(187,158)**.



Source of Funds

■ Registration Fees	\$3,762,268
■ Program Fees	\$1,916,548
■ Soccer Centre	\$1,675,991
■ Government Grants & Assistance	\$635,612
■ Sponsorship	\$221,327
	\$8,211,746

Use of Funds

■ Program Operations including Salaries and Benefits	\$3,227,261
■ Canada Soccer Levy	\$1,491,652
■ Soccer Centre	\$1,763,680
■ Insurance	\$395,838
■ Administration	\$229,446
	\$7,107,877

Ontario Soccer improved its financial position in 2022, with adequate cash balances and a manageable accounts receivable and accounts payable. Revenues grew in 2022 (68% compare to 2019, pre-COVID-19), with a partial return to soccer, 2021 outdoor player registration (60% compare to 2019).

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), Ontario Small Business, and key corporate partners like Toronto FC, and other businesses.

In an effort to building back better, a sustainable, resilient recovery after COVID-19, Ontario Soccer will continue to implement fiscally responsible protocols and make decisions with priority focus on the sustainability of the organization.

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, 2022 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.



All of the programs and services that we are able to bring to the membership year over year would not be possible without the great support of our Partners. Thank you for helping us **Play, Inspire, and Unite!**

THANK YOU!

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