



## ANNUAL GENERAL MEETING

October 26, 2006

## MINUTES

### In Attendance:

George Thwaites	Laird Coghill	Robert Fox	Scott Davidson
Hani Diab	Valerie Frisken	Guy Valentine	Rainer Bloess
Eliane Turner	Phil Evans	Sean Cale	Remi Beaudin
Tim MacPherson	Don Bishop	John Gibson	Stephen Heckbert

### Call to Order

The meeting was called to order at 7:30 p.m.

### 1. Roll Call

### 2. Approval of Agenda:

**MOTION:** *That the Agenda be approved*

**Moved:** Robert Fox  
**Seconded:** Remi Beaudin

**CARRIED**

### 2. Approval of 2005 Annual General Meeting Minutes

**MOTION:** *That the 2005 AGM Minutes be approved as presented*

**Moved:** John Gibson  
**Seconded:** Sean Cale

**CARRIED**

### 3. Chairperson's Report

George Thwaites introduced his comments with a dedication of the newly painted mural on the office walls to the youth who play soccer with GDRS and the volunteers who make it happen. The artist/painter was Pascale Raposo. He then summarized his written report with highlights touching on the four strategies which had been adopted in the strategic business plan approved by the Board of Directors in November 2005 (see Annex A). He closed his comments with a statement of appreciation for the support he has received during his term of office from coaches and other volunteers but in particular the members of the Board of Directors and GDRS office staff – Bridget Edmonds and Dave Powell.

### 4. Reports from members of Board of Directors

Each member of the Board of Directors highlighted their written reports (see Annex B). There was an overall sense that the 2006 season had been quite successful and that this was due in large part to the wonderful support from Bridget and Dave, to a number of volunteers who stepped forward to assist with certain key functions and to the 180 plus coaches who dedicated their time to GDRS players.

Discussion points included:

- investment possibilities in the Potvin fields (even renaming them to the Dragons Lair)
- winter coach development activity
- possible outreach activity in the community related to coaching
- registration numbers and possibilities for U4 level.



## 5. Financial Report

George Thwaites presented on behalf of Angela Kuntz (Treasurer) the draft financial statements for the fiscal year to October 2006 (see Annex C). These statements are unaudited and will only be finalized to actual year-end after October 31, 2006. The statements show a surplus situation for 2006 even though the budget had called for a deficit situation. Contributing factors were that despite much lower registration revenue a number of functions cost less (i.e. office administration, coach development sessions (provincial training) were recovered from non-GDRS participants; equipment costs were significantly lower). There was also discussion of the Balance Sheet with respect to lower value of the organization although this was attributable in part to less cash and a significant change in liabilities. The full set of financial statements remain to be reviewed and revised with late year end adjustments

### MOTION

that the financial statements as presented be accepted subject to final statements being concluded as soon as possible and then ratified by the Board of Directors prior to being signed.

**Moved** John Gibson  
**Seconded** Rainer Bloess

**CARRIED**

## 6. Other Business

Presentations were made to Valerie Frisken, Guy Valentine, Eliane Turner, Laird Coghill, and Scott Davidson (and in absentia to Angela Kuntz and Omer Tas) on the occasion of their completion of their term of office or resignation in appreciation of their contribution to GDRS. Special words of appreciation were directed at Valerie in light of her very long term volunteer commitment to the Dragons.

## 7. Election of new Board members

Position	Term of Office	Nomination	Motion	Second	Result
Chairperson	October 2008	Stephen Heckbert	Tim MacPherson	Robert Fox	acclaimed
Executive Director Operations	October 2007				vacant
Secretary	October 2007				vacant
Treasurer	October 2008	Francois Brouard	John Gibson	Valerie Frisken	acclaimed
Registrar	October 2008	Tim MacPherson	Stephen Heckbert	Don Bishop	acclaimed
Director Coach Development	October 2008	Scott Davidson	Hani Diab	Sean Cale	acclaimed
Director Minis 5&6	October 2007	Sean Cale	Eliane Turner	Phil Evans	acclaimed
Director Minis 7&8	October 2007				Vacant
Director Junior Girls 9-12	October 2008				vacant
Director Senior Girls 13-19	October 2007	Laird Coghill	Stephen Heckbert	Tim MacPherson	acclaimed
Director Senior Boys 13-19	October 2008				vacant
Director Marketing and Community Relations	October 2007				vacant

The incumbents of Director Equipment and Facilities (Robert Fox) and Director Junior Boys (Phil Evans) have another year remaining in their term of office, as does Barry Walker in his appointment as Head Referee. IN addition to the above, it was determined that:

- John Gibson would be Assistant Director Coach Development
- Hani Diab would be Assistant Director Senior Girls 13-19
- Al Shierer would continue in his role of Field Management Co-ordinator
- Remi Beaudin would continue in his role as Assistant Director Equipment and Facilities
- Sylvain Coulombe would be providing support in the area of registration and team formation



George thanked all persons who have decided to join the Board of Directors either as members or in support functions – they are all valuable. Clearly there are a number of positions which need to be filled for GDRS to have a successful season in 2007 and that this will require a significant effort to reach out and recruit other individuals.

### 8. Additional Business

In light of Board changes and vacancies, and in order to ensure that financial management practices could continue to be respected, it was determined that until the new Board took office, that Valerie Frisken would be able to remain as a signatory for cheques (two required).

**MOTION** that Valerie Frisken be able to continue to co-sign cheques as required until the new Board of Directors are able to put into effect new signing authorities.

**Moved** John Gibson  
**Seconded** Robert Fox

**CARRIED**

### 9. Adjournment

**MOTION** that the meeting be adjourned at 10:20 p.m.

**Moved** Guy Valentine  
**Seconded** Sean Cale

**CARRIED**



# ANNEX A

## Report of the Chairperson

### Introduction

The GDRS mission as updated in 2005 is *to promote the game of soccer while providing all participants with an equal opportunity to play and develop in an atmosphere of fun, good sportsmanship and respect.*

In November 2005, the GDRS Board of Directors adopted a strategic business plan which included a vision for 2008 of:

- 3,800 youth playing soccer and developing their skills in a fun and non-competitive environment
- A strong and vibrant coaching community with Coaches at all levels who possess the required skills and knowledge to teach soccer skills and serve as role models
- Referees who are respected by players, coaches and parents alike due to their commitment to the community and soccer and to their own skills development
- Volunteers are actively engaged and appreciated for their contribution
- An Executive Committee which leads through a commitment to the GDRS mission and being representative of the community
- Operating and management practices which are open, transparent and a model for other community based volunteer organizations
- Effective working relationship with the other divisions of the GSA such that there is a seamlessness in operations and a leveraging of resources
- GDRS is seen as, and has a reputation for being a leading soccer organization and integral to achieving broader community objectives

The four strategies were identified as the foundation for moving forward:

- **Enhancing our product** – our program design; our code of conduct; our operations; our coach and referee development; and our evaluation systems
- **Enhancing our financial sustainability** – a financial strategy; sponsorship revenues; ongoing reviews and alignment of cost model with mission and priorities
- **Enhancing our capacity to perform effectively and efficiently** – our registration process; our databases; volunteer co-ordination; our management practices
- **Enhancing our presence in the community and our relationships** – our partnerships, our presence in the community; our brand identity; our operating model within the GSA, and our visibility with coaches and parents..

The Board of Directors in approving this strategic business plan was determined to use it as the reference point for 2006, and in particular for setting priorities and undertaking initiatives. In this context, permit me to report on the 2006 season.

### The 2006 Season

In 2006, there were approximately **3,232 youth registered**, a decline of approximately 7 percent relative to 2005, and further movement away from the vision of 3,800 for 2008 (need to revisit this target). As a result of the lower registration and the introduction of larger teams, the number of teams went from 226 in 2005 to **192** in 2006, a reduction of 15 percent. There were **181 coaches** registered to lead these 192 teams, albeit supported by many assistant coaches and other volunteers. Approximately 300 referees ensured that the games were played within the rules and direction set for our operations.

Yet, those are simply the numbers, and while they are important, they do not onto themselves represent or reflect neither the effort made nor the initiatives undertaken to ensure a successful season and a healthier organization. In fact with the declining numbers, it becomes absolutely crucial that the initiatives which have been undertaken be continued and other changes introduced.

### The Season in Review

#### **Enhancing our product**

- Program design
  - Complete redesign of our U5 program design so as to encourage better skills development and an improved soccer experience – great feedback from coaches and parents – minor adjustments required going forward



- Revised scheduling (including soccer day) for U19 divisions to provide for earlier end of season – very well received
- Skills Assessment tool was introduced for use at beginning and end of season for purpose of providing all coaches at mini and junior levels with a tool to use as a reinforcement of the importance of skills development and learning accompanied by individual feedback to players – concept well received; work to do to enhance the tool itself
- Code of conduct and rules
  - Introduction of mandatory wearing of cleats at all ages – went smoothly due to communication at registration and via coaches
  - Introduction of OSA mandatory rulings on Law 4 – a challenge throughout the season in that players, coaches, parents and referees did not consistently follow through on this rule – will require better communication and most consistent application in 2007
  - Code of conduct was generally adhered to by the majority but there were still too many incidents which were inconsistent with what our mission and our code of conduct call for – no matter if well intentioned or not – had to investigate several issues involving coaches and one with a parent which resulted in removing the rights to attend soccer games – we need to continue to provide support and coaching on the importance of a positive soccer experience – perhaps incentives and/or a recognition mechanism should be tried within a certain division....
  - Discipline Committee – rendered six suspensions as a result of red cards handed out to players (all within the U19 Boys division)
- Operations
  - Team sizes were reviewed and increased at junior and senior levels, with minimum and mandatory limits at all levels – good feedback and facilitated team formation process even if not perfect
  - Schedules were produced earlier this season, albeit not without a few challenges presented due to imbalanced divisions
  - Practice schedules were improved from 2005 yet leave room for improvement in terms of efficiency of field allocation process and acceptance of allocated field by coaches/parents
  - Team formation process remains a challenge due to ongoing demand by a few hundred parents for special privileges and team assignments (not made any easier by a few coaches who condone such behaviour) – the answer is NO.
  - Mini soccer day was integrated into one location on August 26th, and from all accounts this proved successful
  - GDRS Coaches and Assistants were equipped with new red 'uniforms' which assisted with identification and communication
  - Improved (and access to ) equipment was provided to assist coaches
  - Permanent nets provided at Leitrim Fields – to expand this further in 2007
- Coach development
  - Provincial training sessions were held prior to the season
  - Coach Day (and Night) were held in mid May and went smoother this year from a logistical perspective
  - Winter program is being offered in conjunction with the Hornets this year after a very successful winter activity in 2005-06
  - Coach recruitment and retention remains our most significant capacity constraint
  - Coach appreciation night was held on September 12<sup>th</sup> and attended by approximately 60 coaches
- Referee development and administration
  - Four C4 sessions, two mini sessions and three refresher sessions were offered at the beginning of the season – sessions went quite well although better co-ordination is required with the Hornets as there are problems in organizing these sessions
  - E2E system proved its worth again this year with very few games missing a referee (still 12 too many but less than 1 percent)
  - Referee appreciation night was held on September 9<sup>th</sup>

***Enhancing our financial sustainability.***

- Financial strategy
  - No progress was made on a financial strategy this past year, a matter that is becoming more important with certain investments required and declining registration revenue
- Sponsors
  - We increased the number of sponsors (six versus four) although our overall sponsorship revenue declined as the Soccer Day sponsorship was not renewed by the Dragons this year (we already have interest in 2007 from new potential sponsors)
- Alignment of cost model
  - No progress was made this year other than regular review of budget and revenue/expenditures. This matter is linked to the financial strategy.



***Enhancing our capacity to perform effectively and efficiently.***

- Registration process
  - Advertising was improved with use of better email database and flyer developed jointly with Hornets; yet there remain more opportunities – web was most popular source while others found out from neighbours/friends
  - In-person registration sessions remain most used for 2006 although a significant portion of registrants used mail-in/downloadable form – 90% were satisfied with process – have lots of work to do between now and April with cancellation of Fall registration and development of on-line tool
  - Decline in registrants occurred most significantly in U6Boys; U7G; U8 Boys and Girls; U9 Boys and Girls; U10 Boys; U11 Boys; U12 Boys and Girls; and U15 Boys – no work has yet been done to determine reasons for decline
  - Relative size of senior divisions has increased relative to mini divisions by approximately 4 percent since 2004
  - Percentage of females relative to males has increased such that females now make up the majority of GDRS registrants (50.7%)
  - Percentage of late registrants decreased to approximately 17% of all registrants and with use of 'wait list' were able to place approximately 150 due to withdrawals and some known spaces which existed in determination of number of teams
- Databases
  - Coach database has been improved (particularly contact information)
  - Team list database was improved this season but remains inconsistent and completion untimely
- Volunteer co-ordination
  - Still a challenge with lack of a continuing Secretary and was inconsistent between Directors of each soccer division
  - Email to coaches and notice to parents regarding Soccer Day volunteers was a successful initiative – engaged volunteers and reduced costs from previous years
- Management practices
  - Signed a three year field marking agreement with All Sports Contracting
  - Adopted personnel management practices which are more transparent
  - Confirmed approach to contracting and purchasing which will assure transparency and best value
  - Improved record keeping and information management practices
  - Coach year end survey (approximately 80 responses) and thank you cards being sent to all Coaches from Chairperson and respective Soccer Director
  - Extended contract with Bridget Edmonds (Office Manager) for 2006-07
- Board of Directors
  - Benefited from support roles for field management and for equipment co-ordination
  - Board operated without a Secretary and a Director Marketing and Community Relations for most of this past year – created capacity issues and impacted our performance and agenda

***Enhancing our presence in the community and our relationships:***

- Partnerships
  - No progress was made on this front due to a lack of a Director Marketing and Community Relations
  - Donations of old and excess equipment and uniforms were made to Jamaica and Dominican Republic
  - Relations with the City of Ottawa are positive with respect to field management and maintenance
- Presence in community
  - No significant progress was made on this front although with more local sponsors, our continued efforts to communicate to parents in a bilingual manner, and expanded volunteer relations with more schools there is progress underway
  - Second annual Parent mid year survey conducted (80% increase in participation from 2005)
  - Visible presence of Board members at games
- Our Identity
  - Dragons merchandise was introduced this year as one way of enhancing visibility
  - GDRS Fridge magnets were distributed with all equipment bags for distribution to players
  - A Dragon was present at Mini Soccer Day
  - All U5 soccer players received Dragons soccer ball
  - GDRS web site was revitalized
- The GSA relationship
  - No significant change to the relationship although efforts were made to improve co-ordination of advertising for registration and to work together on on-line registration
  - Agreement reached that GDRS will present proposal for improved co-ordination of Referee training during Winter 2006-07



### **What does tomorrow hold for GDRS?**

I believe that we are building on our strengths and creating an organization that is more capable than ever of “promoting the game of soccer while providing all participants with an equal opportunity to play and to develop in an atmosphere of fun, good sportsmanship and respect.” Yet there are some issues and challenges which GDRS will need to address and resolve as expectations change and as our environment changes, and in order to avoid stepping away from a forward looking agenda. Some of these questions include:

- What is the appropriate level of registration which should be targeted and accepted for purposes of the operating model and vision for the future?
- What and where is the investment needed in fields, particularly as the arrangement with the City of Ottawa (based on previous agreement with City of Gloucester) comes to an end in 2007?
- Why is it so difficult to attract and retain volunteers (Board members and Coaches in particular) in an organization with in excess of 3,000 participants? And what is GDRS going to do about this challenge?
- Why is it such a challenge for Coaches (some not all) to abide by the Code of Conduct particularly as it relates to interaction with referees?
- What specific measures or areas of soccer management is GDRS prepared to let go to the Gloucester Soccer Association? Or is the current model satisfying needs?
- Can we shift fiscal year to better coincide with operational requirements and need to financial reporting at year end?

Those are examples of strategic type questions which the Board needs to address. However at the other end of the spectrum are the more operational areas requiring attention. In that regard, the GDRS Board has already set the 2007 season in motion through the following changes or initiatives (amongst others):

- *Players on field* – a set of guidelines has been approved by the Board which would see the number of players on the field be reduced for most of the age divisions between U6 and U11; this would improve the quality of the soccer experience and skills development although it is dependent on having sufficient number of coaches as the number of teams would increase by approximately 10
- *Shift of U13 group from Juniors to Seniors Divisions* – to better align the number of teams per Director Soccer but more importantly to reflect the need to improve the refereeing and to recognize the difference in the soccer played at this age
- *Shift of U5 soccer from the Hornets Nest to community based fields* in an effort to reduce costs, improve visibility of soccer in the community and to reduce the parking control issues experienced at the Hornets Nest
- *Handbook* – move to set up the handbook by age group for better communication and understanding of operational matters and rules such as field size, team size, goal size, etc.
- *Identification of field requirements* which will lead to reduced costs and less problems in field allocation process, and improved co-ordination with the Hornets
- *An improved registration process* which will include an on-line mechanism which may also assist with team formation and tracking, the identification of language preferences on the registration form, the agreement to adhere by GDRS Code of Conduct, an increase in registration fees, the adoption of the OSA mandated information requirements and forms, and an earlier data validation exercise.

We are a volunteer organization and cannot forget that in any of our plans and commitments that we make. We are dependent on the energy and contributions of the few who are ready to provide the leadership and the commitment to off-field demands and the many who step forward to provide on-field support and leadership.

In that regard, I could not close off this report without acknowledging the support of all GDRS volunteers who give so much to our youth and our community – many of whom I have not even had the pleasure of meeting but to all for whom I am grateful. On behalf of all those youth who played soccer this season, a very sincere “thank you”.

I must also acknowledge the contribution of each GDRS Board member – each has made a contribution behind the scenes which results in the joy of 3,200 plus children being able to play soccer and develop their soccer skills in an environment of good sportsmanship and fun. It has been a privilege to work with you.

And finally, to our GDRS staff of two (Bridget and Dave), you have been wonderful and made everything we wanted to do both possible and successful.

I wish the Board of Directors and all those involved in GDRS soccer a wonderful 2007 season and a long and healthy future.

**George Thwaites**



## **ANNEX B**

### **Report of the Executive Director, Operations**

#### **In Accordance with the GDRS Bylaws**

The Executive Director Operations shall:

- *act in the absence of the Chairperson;*
- *co-ordinate GDRS soccer operations including scheduling and field allocation and management;*
- *oversee program design and development;*
- *be responsible for maintenance of the GDRS Handbook;*
- *supervise all paid employees and contract staff; and*
- *have other powers as assigned by the Board.*

In addition

I was an on-call member of the discipline Committee.

I was one of 3 GDRS members on the GSA Executive.

I was the Board organizer of the Winter Coach Development Program.

- 1. Scheduling Regular Season**
- 2. Scheduling Playoffs, Mini Day and Soccer Day**
- 3. Field Allocation Games**
- 4. Field Allocation Practices**
- 5. Field Management**
- 6. Program Design**
- 7. Handbook Update**
- 8. Supervision of Employees and Contract Staff**

#### **9. Scheduling - Regular Season**

With one year experience this was certainly easier. Schedules were handed to coaches on coach day thus avoiding many questions, this is a must. Almost all Age Group Directors were new and should have been given more time to review the schedules before coach day (two weeks if possible even in draft so they are aware of the format)

Imbalanced schedule with a rotating "Bye" week was a new twist, which should be avoided if at all possible from a schedule perspective. Adding the Cumberland Teams to U19 Boys and billing them for field use at Potvin did not present a problem.

#### **10. Scheduling - Playoffs, Mini Day and Soccer Day**

I did the playoff schedule for Juniors and Seniors and the Seniors Cup Day at Potvin and Shefford. George, Bridget and Bob arranged the activities at Hornet's Nest. There were a number of positive comments about having the U19 end on the last Saturday of August, yet one team failed to muster enough players to field a team.

#### **11. Field Allocation - Games**

GSA Game fields matrix has field sizes and recommended age groups. Game fields are easiest to allocate. Seniors were done first, then Minis and then Juniors, mostly due to the assigned coaches night.

All Minis continued to be run on Friday nights, as in the past. While some parents may prefer that we switch to Monday to Thursday the field capacity is not available to cater for this change. All North Gloucester U5 games are held at the Hornet's Nest. All U8 games are held at Shefford/Potvin and all ages of Minis in South Gloucester were held at Leitrim. There was a suggestion to move the U5 out of Hornet's Nest, which would reduce the cost of the more expensive field rental and parking attendants. However this should be balanced with the ease in organizing many new soccer parents in a single location. The new board must decide on this at their first meeting.

#### **12. Field Allocation - Practices**

Minis practice and play on the same evening and do not present any challenges. Juniors use up a large number of time slots and with few exceptions are able to practice on the alternate night as the scheduled games. While most teams' members prefer to practice in their own neighbourhood, fields are not always available in the applicable zones.

Seniors continue to offer the greatest challenge when allocating practice fields. The GDRS often has to book additional fields on Sunday nights as this is often the time when coaches can maximize attendance at practice.

While practice field allocation sheets were made available to Age Group Directors and coaches on Coaches Day, they were not explained well. They should be available earlier for Directors and explanations to coaches must more clear.



### **13. Field Management**

GSA books all fields with the city on behalf of the Hornets, Dragons and Seniors. GSA then provides the list for Dragons to allocate as required. Unused Dragons field capacity is then handed over to Hornets teams as practice fields. GDRS need to pass this unused capacity over to the Hornets sooner so that they are not billed for fields being used by others. We also have to rid ourselves of low quality fields such as BKT, Seraphin Marian, and Terry Fox Middle school, or fields that are in more remote locations like Trillium, City Park and Pineview. GSA and GDRS could work closer to sort out fields earlier in the year. Everyone needs flexibility in their number because registration is somewhat unpredictable. GDRS also has to engage in discussions in the coming year on future investments in Potvin Fields.

The quality of some fields is often a concern. The weather in the summer 2006 was an ideal mix of rain and sunshine resulting in healthy grass growth. There were coaches who remarked that the grass grew so fast and was not cut often enough, hindering the ability of the ball to roll. The city and the school boards cut the grass as few times as possible. When problems were encountered the GSA dealt with the city. School fields continue to be of a lower quality than city fields.

### **14. Field Marking**

GDRS entered into a 3 year Field Marking Contract with All-Sports, an arrangement that benefited both parties. GDRS got predictable, good quality marking from a knowledgeable service provider who is aware of our needs and flexible enough to cater to special needs. We asked for but did not get a dot marked on the field for penalty kicks as requested, this has to be followed up. Also GDRS should consider marking coach boxes on the Potvin fields for U15 and U19 games. Occasionally at Potvin when the grass was cut the city workers moved the nets and the lines were misaligned, All Sports was quick to correct errors in marking. Marking of fields for playoffs is not part of the contract, it was anticipated and passed to All-Sports in plenty of time for the games.

### **13. Program Design**

U5 had the most major program changes as reflected in the U5/U6 notes.

The OP Plan with dates was very helpful tool to sequence the activities that impacted on others parallel efforts. I believe the office managers calendar served as the best baseline of the Op Plan with others Exec members being able to contribute to it.

### **14. Handbook Update**

The Handbook must be reviewed on an annual basis to ensure it reflects the wishes of the Dragons Executive. The handbook is available on the web site in both official languages. Coaches, Referees and Executive members were given the opportunity to suggest corrections to the Handbook. Bridget as the keeper of the master copy incorporated changes as they were forwarded to her. The Chairman then blessed the final draft before translating the changes for the new addition.

### **15. Supervision of Employees and Contract Staff**

Bridget did far more supervising of me than the other way around. She requested permission for all expenditures outside of petty cash from either the Chair or myself. The Chair consulted the Treasurer and myself on details regarding salaries and contracts and also advised the Board members. Dave, our contract staff member largely worked under Bridget's direction and in direct support of the Referee in Chief doing referee game allocation.

### **16. On-call member of the discipline Committee.**

This committee reviewed decisions sent via email and consulted by phone. There is nothing to report outside the discipline report.

### **17. GDRS members on the GSA Executive**

**The GSA Exec meets on an as required basis. I believe I attended 2 of 4 meetings. There is nothing to report other than the usual "GSA is a club in name only", Hornets and Dragons continued to do their own thing.**

### **19. Organizer of the Winter Coach Development Program**

The Dragons paid for 1 ½ hours of Dome time per week from late September 2005 until March 2006. The first half of each session consisted of drills by Hornet's club coaches followed by a pick-up game. A total of 64 different coaches came out for at least one session. The highest attendance for one session was 25 and the average was 16-18. While this was an expensive venture it demonstrated the GDRS Executives' commitment to Coach Development and a determination to building the Coaching Community.

**Laird Coghill**



## **Report of the Registrar**

The Dragons started the 2006 registration at the two soccer days at the end of 2005 season. Beginning in early March 2006, there were two registration days as well as one late registration evening, the latter included an increase in the fees charged. The idea of a late fee was to encourage families to guarantee their children a spot on a team by avoiding the late registration. This has been only minimally successful. A large number of late registrations impedes our ability to begin team building at the optimal time.

In 2007, registration will be done online beginning early in the new year. The Dragons executive is keen to go online and is optimistic that no long lineups on registration days and a longer period during which to register will expedite the process. There will be cut-off dates to allow for efficiencies in team formation.

The Dragons Executive does its best to accommodate the language needs for our players, especially the youngest ones. However, our efforts are contingent upon a parent's ability to offer their services and contribute to the Dragon organization.

**Valerie Frisken**



## Report of the Director, Equipment and Facilities

### 1. STATUS AS OF OCTOBER 2006

- Soccer equipment has been returned to GDRS storage bins at the Fire Hall on Jeanne d'Arc.
- Size 3 soccer balls are back in the 3 large bins in the main storage room at the Fire Hall.
- Size 4 and size 5 soccer balls are rebagged (15 per net bag), are located at Budget / Ottawa Mini Storage on Youville Drive, and are ready for distribution in 2007.
- 36 sets of new uniforms, not used in 2006, are ready for distribution in 2007.
- 8 new Size 3, 200 new Size 4, and 160 new Size 5 soccer balls are stored at the Fire Hall on Jeanne d'Arc and are available for distribution in 2007.
- 41 Senior keeper jerseys have been dry-cleaned and are ready for the 2007 season. 67 Mini keeper jerseys, as well as Junior keeper pinnies have been laundered and are ready for 2007.
- A small number of red Coaches shirts (size M) are available for use next year.
- About 3 dozen soccer bags are damaged and are to be evaluated for repair.
- Soccer nets have been removed from Potvin, Shefford and Leitrim fields and are available for Coaches to use in 2007.
- Broken corner posts have been returned to the supplier for repair.
- A number of older inventory items not for reuse have been donated to third world countries.

### 2. NEW ACTION TAKEN FOR THE 2006 SEASON

- U5 Mini players were each given a soccer ball to keep.
- All soccer bags were crested with 'Gloucester Dragons Soccer'.
- Information on soccer bags tags was printed.
- Bright Green and Orange keeper pinnies were provided for Junior teams.
- Ice packs, small first aid/bandage kits, and air pumps were provided to all teams.
- Used GDRS team-coloured shirts were made available for all requests for players who were awaiting new uniforms (i.e., only 50% were picked-up).
- Soccer nets were put up at the Leitrim fields.
- Assistant Coach T-shirts were provided (for the first time).
- GDRS merchandise was available for sale (e.g., ball caps, touques, carry bags, umbrellas, etc.).

### 3. CHANGES ANTICIPATED FOR 2007

- The sizing/length of U13G uniforms will be checked.
- First aid kits will be larger – with larger bandages.
- Coloured pinnies will be provided in place of keeper jerseys in the Mini Program.
- Better communication on availability of nets for Coaches to use for practices.
- Nets may be placed on more fields (in addition to Potvin, Leitrim & Shefford).
- Coaches to maintain nets at Potvin fields (plastic zip ties to be made available at the Office).
- New Dragons 'off-field' apparel may be made available at the start of the 2007 season.

**Bob Fox**



## **Report of the Director, Coaching Development**

The 2006 Soccer Season saw many positive initiatives in the area of training and development for Dragons Coaches. A winter development session was created at the Louis Riel facility one night a week which was open to all Dragon's coaches to attend and pick up some practical ideas for coaching on the field as well as participate in a pick up soccer game which gave everyone a chance to have some fun and also get to know their fellow coaches a little better. Courses for Ontario Soccer Association coaching certification were also offered in the spring of 2006 before our season started. This gave more coaches the opportunity to attend these courses, as we recognized that most coaches are much too busy to attend courses once the season has started. As a result, we were able to certify 51 Level 1 (Child), 30 Level 2 (Youth) and 22 Level 3 (Senior) GDRS coaches. These same certification courses were made available to coaches from outside clubs and as a result we were able to recoup a large percentage of our expenses from the registration fees from these outside coaches.

Our 2006 season kicked off with our annual coach development day at the Louis Riel facility. As well as picking up their equipment and coaching uniform ( Red golf shirts for all coaches and red T shirts for all assistant coaches) all coaches were offered a refresher session on practical techniques which was supported by a take home manual developed especially for us by Harrison Soccer International.

In response to many requests for Goal Keeper training, we were able to enlist Ray Martel to give a Keeper Clinic towards the end of the season. Response was terrific, with 26 keepers attending along with their coaches and/or parent. A concerted effort will be made in the upcoming 2007 season to develop more of this type of session.

A successful soccer season ended with our annual Coach Appreciation Night at the GDRS offices. This event was very well attended by both coaches and their assistants. Great food was combined with a very open discussion about the season just ended and the results of the Coach Survey. Many good ideas were discussed and will lead to changes and improvements in the upcoming seasons. Open lines of communication between coaches, parents, players, officials and Board Members will continue to provide fresh ideas and help to improve the already superior Soccer Experience for our kids.

The 2007 soccer season will start with more indoor coach development at the Hornets Nest. This season will see a program run in conjunction with the Hornets and developed by Harrison Soccer International. This program will be divided into two sessions and offered to both "beginner" coaches and more experienced coaches. Again, a great opportunity for our coaches to develop their coaching skills and have a little fun at the same time.

In closing, I would like to thank all the coaches and their assistants who gave their time to help provide a terrific soccer experience for all the children registered with the Gloucester Dragons. Hope to see all of you back for the 2007 season

**Scott Davidson**



## Report of the Director of Soccer Operations, Seniors

This past season was a mix of successes and challenges for the Seniors Division. The challenges were even more significant than otherwise may have been the case as the Seniors Director was absent for about 5 weeks at the beginning of the season. The good news is that we succeeded with the joint efforts and collaboration of three Board members.

From a general perspective,

- the initiative to change the timing of the start and end of season was very well received by players, coaches and parents - showing that the GDRS was willing to try new approaches and to listen to feedback from players and coaches – this needs to be retained in future years
- coaches felt well supported (once initial issues were resolved) with better quality equipment and uniforms, visible presence of Board members at games, and timely communications during the season
- registration numbers for females continue to increase (by approximately 7%) although the numbers of male players declined resulting in an overall decline of senior players of approximately 1 percent
- the drive to form a better base of teams in terms of numbers of players (min-max) was an improvement on past seasons but due to vacations, withdrawals and injuries, there were a few teams who had difficulty having sufficient number of players to even play some games - fortunately this was not the case with the majority of teams
- team formation remains a challenge for a variety of reasons: player/parent preferences and even a sense of entitlement; coaches doing their own thing; lack of willingness of players to play out of zone - but that being said, there were improvements from the past in that the extent of this problem seemed smaller
- wait list process needs to revert to practice used in 2005 where it was a one shot deal versus ongoing team list adjustments for several weeks as this caused a significant amount of work at the busiest time of the year (made worse by reassignment requests - gotta say no to this)
- team lists were compiled with jersey numbers (approximately 80% of coaches co-operated on this front) and submitted to the Director/Soccer Office - and this should continue as it assists in team formation, team management and discipline management
- new coaches were introduced to GDRS and this seemed to rejuvenate the system to some degree and even permitted a number of situations where there were a number of coaches assigned to work together - and offset to a certain degree issues which were encountered prior to the season in establishing and confirming coaches (and we lost some coaches as a result)
- conduct of coaches at this level was generally quite positive although there were enough issues that there will continue to be attention required to their interface with referees; more rules training prior to the season; and perhaps incentives to change all of course accompanied by our continuous improvement efforts with referees
- referees in the majority of cases did an admirable job in the face of hundreds who felt they could do better but the quality of refereeing needs further improvement particularly when it comes to effective use of assistant referees, consistency in off-side calls and in handling of Law 4, and setting out the rules and expectations at beginning of games for all players
- scheduling of practice fields were a problem at the beginning of the season and in fact, for a number of weeks into the season, not that this should have been the case but there were breakdowns in communication that took time to resolve; on a related point, value of practices as currently organized may need to be re-examined due to poor turnout (does point out value of teams from same age group sharing fields however)

### U19 Boys

- the number of teams is now at the lowest ever (6) and without the benefit of the Cumberland teams (2), it would have been quite a different dynamic on the soccer field
- with the number of teams (8), it was possible to get all games at Potvin (in fact, for part of the season, we had a field open for use by others) so use of Cumberland fields was not necessary resulting in subsidization by Cumberland for our associated field and referee costs (approximately \$1,500)
- this was the only division where we had to hand out suspensions for conduct to players - continued poor behaviour even amongst the few (and those who do not get called for it) cannot and must not be tolerated - yet must be dealt with fairly, quickly, transparently and with a focus on correction not punishment

### U19 Girls

- the number of U19 Girls teams (12) required use of Potvin, Roy and Leitrim which generally worked out although nets are required at Roy in the future for safety reasons
- would benefit from identification of keepers prior to team formation so as to ensure a distribution of ready, willing and capable keepers between all teams
- unfortunate incident at end of season where one team was not able to field sufficient players for Soccer Day but it was great to see positive response and attitude of players/coach from other impacted team

### U15 Boys and Girls

- amongst the U15 division, the most significant issues (beyond team formation) included the number of weather caused cancellations of games (Boys lost two games in schedule)



## **Report of the Director Soccer Operations, Junior Boys**

As my first year as a member of the Board of Directors I thought I could simplify the way teams and the formation was done. Keeping a reference point of minimum and maximum players and the respective zones, what I ended up doing was making full teams from each zone, if I came up short I would then started pulling players in from other zones to make up a full team. My idea was to pull players from North Gloucester to play in South Gloucester or vice versa, or Beacon Hill and an Orleans team, this made for a quick time of making balanced teams. As coaches began to call their respective teams I quickly found out that this was not a good idea, between all divisions at least one player was moved around because of the player living out of the zone. During the weeks leading up to the start of the season there was so much player movement that some teams ended up with shortages and overages of players. For the 2007 season I will use the database spreadsheet instead of the yellow registration forms to better align zones and teams. Hopefully this will make for less movement before the start of the season.

The other headache of sorts was the availability of coaches for the start of the season for the U9 boys and the U13 boys. There simply was not enough volunteers for the amount of teams in these divisions. I found it very difficult to get people to step forward into the role of head coach, at one point in the U9 division I simply had to say to parents in a particular area that if someone did not step forward I would have to disperse the kids to other areas. In the end, all went well with coaches and the season started on time.

Over the course of the season we had one coach drop out partway through the season luckily 2 parents stepped forward to assume the role. We had 2-3 complaints about coach conduct after a particularly rough few games during the last weeks of the schedule. No red cards issued and no one was disciplined or suspended from the Junior Boys division.

My general thoughts on the season was that things went very well despite the early missteps.

Things to address during next year will be obviously team formation and paying closer attention to the zones. Coach communication, I was a little overwhelmed at the questions coming at me and sometimes was unable to give what I felt was an intelligent answer. Having now been through one year I would expect the next to go much smoother.

To close I would like to thank the Board for answering my questions and offering some much needed advice, to Bridget for putting up with the constant shuffling of teams and of course to the coaches who did step forward and to the kids for making it a great season.

**Phil Evans**



## **Junior Girls Director Soccer Operations 2006**

In 2006, the Junior Girl program included 37 teams and enabled **710** kids between the ages of 8 and 13 to play soccer. Quite a few coaches were coaching multiple teams.

Overall the season went well. I would like to thank Hani Diab, Kassem Cheatani, Brad Reid, and Bob Fox for assisting me with team formation. By the beginning of the pre-season every team had a coach! Only three coaches were unable to attend the May 13th coaches day. These three did have their equipment prior to their first game/practice.

Other than a few early changes to accommodate unilingual English players on French teams and a few player 'trades' between coaches, the launching of the season went well.

A few quirks at the beginning of the season included:

- Pulling two U11 South Gloucester kids onto North Gloucester Teams
- Combining the U12 and U13 South Gloucester players and dividing them between two U13 South Gloucester teams (note: they placed 1st and 2nd overall).
- An imbalance in the number of U11 teams (7) forcing a 'by' (we also had to adjust the initial schedule early in the regular season to ensure each team had an equal number of 'bys')
- Over 'maximum' teams in NG U10 (the two SG teams were both at the minimum)

Most of the early grief came from the Law 4 'no jewellery' regulation, affecting around 12 kids with recently pierced ears. The 'grace' period permitted by the head referee ensured that every player could still play and was greatly appreciated.

Practice fields were an issue for a few coaches. There were issues with field conditions and some fields assigned to two teams were simply too small to accommodate both. Of note: Jamison and Tauvette should not be shared.

Sawmill is simply too small a field for regulation play for U13.

A number of coaches were impacted by 'referee' no shows, particularly those playing at Blackburn Park. One coach had the misfortune of a 'no show' three times.

Certainly the feedback I received from coaches throughout the season was positive. The number one complaint would be on the 'off side' rule; both how inconsistently it was applied (U9 and U10) and what was 'overlooked'. Many coaches implemented the skills assessment with their teams. Those that did, for the most part, found it a useful endeavour.

Only one coach originally signed up at the beginning of the season was unable to coach throughout the season. However, the assistant coach stepped up to the challenge and did an excellent job keeping the team going.

With respect to discipline, there were no yellow or red cards issued to any Junior girl player (to my knowledge) and only one formal intervention with a parent.

All and all, it was a pleasure to be the Junior Girl Director and to work with the Board and my fellow coaches. My thanks to each volunteer for their dedication, energy and willingness to share their time and talent with the Gloucester Dragons.

Best regards,

**Eliane Turner**



## **Report of the Director of Soccer Operations, U7/U8**

There were 680 children registered in the U-7 & U8 divisions this season.

- U - 7 - 350
- U - 8B - 130
- U - 8G - 120
- U - 8M (SG) - 60

Most teams in all divisions except U8B were at or beyond the maximum of 14. We had many children on the waiting list, but not enough to form two new teams at any given level. At U8B most teams were at 13 players. Children registering late at U8B were assigned immediately to a team and we able to play.

Finding coaches was a challenge again, particularly at U7 & U8B. Once again this year, coaches that had been confirmed and assigned to a team chose to withdraw. This forced several people who had volunteered to assist take on the role of Head Coach and in one case at U-7, parents were told that there was no coach for the team at all and that someone would need to step up. In all cases, parents were able to help us out - in some cases, reluctantly. The volunteer base for U8G was impressive - 20 coaches for 8 teams in N.G. The dedication of all the coaches was impressive. The practices and on-field encouragement was excellent.

Team formation went very smoothly. Three convenors were able to put the teams together for all divisions in one evening and were able to contact and confirm with coaches within a week. There were fewer differences between the database and the paper copies of the registration forms than last year, but the process of checking the forms and re-allocating players was time consuming and more difficult in divisions with rosters that were already full.

There were no discipline issues that came to my attention this season. Law 4 was applied - gently at first and more insistently as the season wore on. The quality of the referees varied, as you would expect.

The skills tests were met with varied reaction. Some teams were able to complete them in one 45 minute session twice during the season - the coaches of these teams felt the exercise was worth doing, if only to get their parents out of the lawn chairs and help out. Others felt that there was too much to do and too little time to do it.

Mini Day was a great success. Perfect weather, great soccer and smiles everywhere you looked.

I would like to express my thanks to all the volunteers who helped make this season a success.

- My colleagues on the Board
- Laird Coghill - for making an extra schedule just in case we able to form 2 extra teams at U7
- Bob Fox - for finding extra uniforms that matched for all the teams that ended up with 15 children
- George Thwaites - for ongoing support, particularly when dealing with parents who disagreed with Association policy or my decisions.
- Bridget and Dave - I have no real idea how many fires they put out on my behalf, but I am sure my job was a whole lot easier because they were there.

**Guy Valentine**



## **Report of the Director of Soccer Operations U5/U6**

The U5/U6 season was one of change this year, in particular at the U5 level. Based on research and discussion within the Board and the soccer community changes were made to the U5 program to help focus on the amount of ball contact players received, reducing the group play prevalent at that age and the administration of more soccer skills. This was done by reducing the field size, goal size and number of players on the field. Overall this was a success with all goals being obtained. There were a number of areas overlooked in the initial introduction of the program, which have been noted and will be addressed in the 2007 season. The other big change this season was the introduction of cleats, which did not appear to cause any problems or injuries of note. This will continue to be the mandate for future seasons.

Typically at this level there are a number of new coaches and this season was no exception. Congratulations to all for making it a successful season with no real discipline issues. Both parents and the children walked away from this season with a better enjoyment for the game and a higher skill set.

2007 will be a year of gaining stability in the U5 program and improving the U6 structure. This will include reviewing the number of players both on the team and on the field, amount of practice time and set skill objectives. U5 will run in the same format but will be better outlined in the handbook with more definition.

My sincere thanks to all the coaches, parents and the children for making 2006 a great soccer season. We look forward to everyone's return in 2007. As the Board transitions this year the continuity in coaches and continued support of parents will be key.

**Sean Cale**



## Report of the Head Referee

2006 was another successful year for the referee program. Four OSA Class Four courses were held, resulting in the addition of approximately 100 newly qualified referees. In addition, a total of two courses for mini-referees were held along with one session of training for assistant referees. Three refresher sessions were held to acquaint returning refs with the rules changes that came into effect this season.

Overall, a total pool of 299 individuals offered their services as referees to GDRS. Our referee development does not stop at this level. A total of six individuals have been nominated for upgrade to Class 3, and will be attending the upgrade course to be held in the fall of 2006. The hard work of all these individuals was recognized with a pizza party following the Cup Day in September. The Bob Moir Awards recognizing dedication as a game official were presented to Katelyn Keewatin-Smith (mini), and Kaleigh McGregor Bales and Sarah Manuel (c4).

Use of the RefCentre software has again proven essential in assigning referees to the 1331 games held during the season. There were only 6 games where no referee could be assigned,. The system allowed the referee coordinator to easily replace referees who became unavailable. Unfortunately there were about 12 games (slightly less than 1%) where the assigned referee did not show for the game.

I would be remiss if I did not express publicly my appreciation for the continuing work of Lutz Sukstorf as Assistant Head Referee, and to David Powell for many hours of work tracking down replacement referees.

**Barry Walker**



**ANNEX C**

**INTERIM**

**GLOUCESTER DRAGONS RECREATIONAL SOCCER  
FINANCIAL STATEMENTS  
FOR THE INTERIM PERIOD ENDED OCTOBER 16, 2006**

**Notice to Reader**

These statements are unaudited and were prepared by members of  
Gloucester Dragons Recreational Soccer.

October 16, 2006



**Gloucester Dragons Recreational Soccer  
Balance Sheet  
As at October 16, 2006**

	<b>2006</b>	<b>2005</b>
<b>Assets</b>		
Cash	\$ 83,061	\$129,758
Accounts receivable	-	-
Interest receivable	1,150	1,150
	<u>\$ 84,211</u>	<u>\$130,908</u>
Term Deposits	100,000	100,000
Field Development Costs -net (note 5)	16,496	25,431
Inventory	12,740	5,246
Office Furniture and Equipment	1,667	1,042
	<u>\$215,114</u>	<u>\$262,626</u>
 <b>Liabilities</b>		
Accounts payable and accrued liabilities	\$ 19,500	\$ 93,664
	<u>\$ 19,500</u>	<u>\$ 93,664</u>
 <b>Surplus</b>		
Opening surplus	\$168,962	\$168,840
Operating surplus	26,652	122
Closing surplus	<u>\$195,614</u>	<u>\$168,962</u>
	<u>\$215,114</u>	<u>\$262,626</u>



## Gloucester Dragons Recreational Soccer Statement of Revenue and Expenditures For the period ended October 16, 2006

	<u>2006</u>	<u>2005</u>
<b>Revenue</b>		
Registration	\$343,960	\$324,818
Sponsorship	3,130	4,306
Other	5,830	1,050
Merchandise	577	0
Interest	85	4,781
	<u>\$353,582</u>	<u>\$344,955</u>
<b>Expenditures</b>		
Administrative services and salaries	\$ 31,953	\$ 32,387
Amortization - Field development costs	8,936	8,936
Advertising	1,065	0
Awards and crests	14,273	16,061
Bank charges	1,177	1,318
Coaches clinics	25,359	21,912
Computer equipment & IT charges	2,788	2,290
EODSA fees	35,485	37,145
Field/facilities	34,156	28,763
Field marking	15,777	16,458
Insurance	6,913	6,194
Merchandising expenses	3,325	0
Printing, postage and office	7,107	10,343
Referee fees, training and supplies	39,221	47,980
Registration costs	961	4,340
Rent	17,286	17,872
Soccer equipment	16,543	13,709
Sponsorship logo expense	1,701	0
Telephone	2,639	2,599
Tournament costs/Special events	7,974	3,787
Uniforms	52,288	62,722
	<u>\$326,930</u>	<u>\$334,833</u>
<b>Operation Surplus</b>	<u>\$ 26,652</u>	<u>\$ 122</u>



**Gloucester Dragons Recreational Soccer  
Notes to Financial Statements  
For the period ended October 16, 2006**

**Nature of the organisation**

Gloucester Dragons Recreational Soccer is part of the Gloucester Soccer Association.

**Accounting Policies**

**Basis of Accounting**

Revenues and expenditures are recorded on the accrual basis of accounting whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

**Inventory**

In prior years, all equipment and uniforms were expensed in the year purchased since these items are generally used in the current soccer season. In 2006, some equipment and uniforms have been classified as inventory at the lower of cost and net realizable value.

**Sponsorship**

Sponsorship revenue is recognized in the period in which it is received.

**Volunteer Services**

The organization receives the services of many volunteers, the cost of which cannot be reasonably estimated. Therefore, no representation of this expenditure has been included in these financial statements.

**Financial Instruments**

The organization's financial instruments consist of cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is the Executive Committee's opinion that the organization is not exposed to significant interest rate or credit risk arising from these financial statements.

**Capital Assets**

Major capital assets are stated at cost, net of accumulated depreciation.

**Depreciation**

Depreciation of capital assets is provided on the straight-line basis over the estimated useful lives. The rates of assets are as follows:

- Furniture and Equipment: 20.00%
- Field Development costs: 14.28%

**Agreement with the City of Gloucester**

In 1996, the GSA entered into an agreement with the former City of Gloucester to share in the development costs of four soccer fields in the Shefford Road Parkland (Potvin fields). The GSA through Gloucester Dragons Recreational Soccer paid a total of \$77,500 for the development of the fields and is entitled to priority access to the fields until the year 2007.

**Field Development – École Prélude**

The Gloucester Dragons Recreational Soccer Association paid \$13,231 in 2003 to the City of Ottawa for field development at l'École Prélude in Chapel Hill South. Under the agreement, GDRS will have priority rights to the field from 2005 to 2011 and the cost will be amortized over this period.

**Field Development Costs**

	<b>Amortization</b>	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net Book Value 2006</b>	<b>Net Book Value 2005</b>
Potvin Fields	11 years	77,500	70,455	7,045	14,090
École Prélude	7 years	13,231	3,780	9,451	11,341
<b>Total</b>		<b>90,731</b>	<b>74,235</b>	<b>16,496</b>	<b>25,431</b>

**6. Lease Agreement**

The GSA entered into a lease agreement for the rental of premises used by Gloucester Dragons Recreational Soccer. The term of the lease is for 10 years from December 1, 2001. Annual base rent for the first year was \$13,789 and will increase annually to \$18,442 in the final year of the lease.

**7. Annual Meeting**

Due to the fact that the annual meeting was held prior to year-end, these financial statements present the financial situation to October 16, 2006. There are no material adjustments anticipated to October 31, 2006. In our opinion, these financial statements are a fair assessment of the operations of the organization.