







Ontario Soccer

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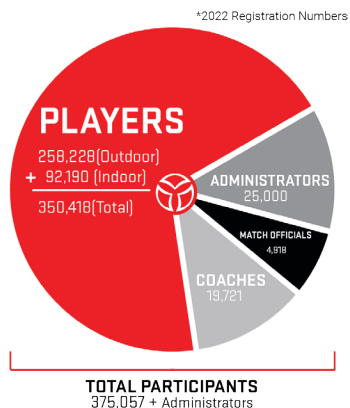


ANNUAL REPORT 2022-2023

Play. Inspire. Unite.

Message from the President/Chair, Board of Directors 3
 Message from the CEO 4-5
 Coach Development 6-8
 Player Development (+OPDL) 9-13
 Club Licensing 14
 Match Officials Development 15-18
 High Performance 19-22
 Partnerships 23-27
 Marketing 28-30
 Events 31-34
 Communications 35-36
 Competitions 37-43
 Administration/Finance (incl. Registration Report) 44-51

Founded: 1901
Affiliation: Canada Soccer
President: Peter Augruso
Chief Executive Officer: Johnny Misley
Board of Directors: 12 Directors
Members:
 • 18 District Associations
 • 12 Associate Members
ANNUAL BUDGET: \$9.3 MILLION (2022-2023)



Our soccer system in Ontario allows participants from all segments of society to get involved in the game at all levels and in all forms of participation. From childhood to adulthood, soccer is part of the fabric of a healthy, active lifestyle. I want to thank the many organizations and volunteers that make up Ontario's soccer system, each playing their respective role. Some provide Ontarians with access to soccer and help athletes participate and succeed in competitions, while others are involved in running grassroots leagues, hosting events/tournaments, or providing coach or officials development.



At its core, grassroots soccer affects people's lives by bringing communities together and improving the health and well-being of the participants. "Club Soccer" is the heart of many communities and widely considered to be a rallying point for civic pride. Our challenge is to get grassroots soccer at the Club level solidly back on its feet; to revive the game by addressing the areas that need particular attention whether as a result of the pandemic or because of a lack of focus on growing the game in the past. Specifically, this relates to recruitment and retention of participants.

We should also harness the power of digital technology to better connect participants to the game they love. It also means ensuring the game is played in a safe, welcoming and inclusive environment. Ontario Soccer is committed to support those that participate and are wanting to get involved in the game, by providing the leadership needed to ensure future generations benefit from the beautiful game as much as those that have enjoyed its benefits in the past. In doing so, we will collaboratively and positively impact all of our communities across the province.

In the later part of 2023 and into early 2024, Ontario Soccer is introducing a digital member management ecosystem that was developed to provide for the administrative needs of the game in real time and on multiple platform devices. Currently, we must harness digital technology to deliver a high-quality service to every player, coach, match official, volunteer, fan and parent in soccer. Our technology ecosystem will save time for those playing or organizing the game, as well as connecting the grassroots community in new and exciting ways. We will eliminate the "administrative waste" of traditional soccer management processes and products (i.e., player books) and replace with digital methods to manage the game, which means a significant reduction of time-consuming tasks for all stakeholders.

Ontario Soccer, in collaboration with its membership, will continue to provide the strategic direction for the game provincially and make investments to assist with the popularity and growth of the game. We will continue to build on the efforts of our Volunteers, Clubs, Leagues, District Associations and stakeholders to make this game a part of everyone's lives.

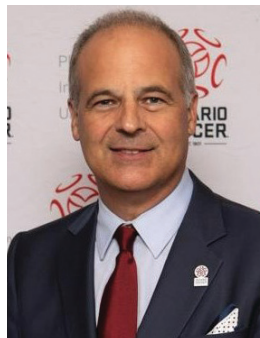
#PLAY/INSPIRE/UNITE

Peter Augruso
 Peter Augruso

President/Chair, Board of Directors
 Ontario Soccer

WE ARE
 ONTARIO SOCCER

We are delighted to present to you the Annual Report for the operating year 2022-2023, showcasing the remarkable achievements and significant milestones that Ontario Soccer has attained. In a year filled with challenges and opportunities, we have continued to thrive and innovate, further solidifying our position as a leader in sport.



Despite the global landscape being reshaped by unprecedented events, we have as a soccer ecosystem in Ontario, successfully navigated through the complexities and have emerged stronger than ever. Guided by our new 2022-2026 strategic plan, our commitment to adaptability, being evidence-based minded and using forward-thinking strategies has enabled us to operate as leaders in our game as well as in sport in general.

Key Highlights:

1. Return of the Game: In 2022-2023 we saw a strong return of player registrations across the province demonstrating that our collective pandemic recovery is ahead of schedule. The 2022-2023 Indoor Season finished with a 115% return rate compared to pre-pandemic registrations (2019). The outdoor 2022 season finished with a 95% return rate of player registrations. It will be the 2023 Outdoor Season registration numbers we are eagerly awaiting to confirm, with high expectations created by those robust indoor results.

2. Match Official Crisis: Unfortunately, while the players have come back, it is not the same with our Match Officials across the Province. Starting with a baseline of 42% Match Official registration (compared to pre-pandemic), we embarked on a Province wide “#NoRefNoGame” campaign in 2022-2023. Through various recruitment strategies in place, working with our District Associations, registrations ended the operating year at 59%. While it is statistically an improvement, given the growth of our game and our future needs, we have a long way to go over the coming years. The 2023-2024 operating year will see the implementation of Phase 2 of the #NoRefNoGame campaign.

3. Governance Modernization: As witnessed in the media over the past year, sport is under a microscope in the eyes of Canadians. Governance is at the forefront. Through our strategic plan initiative, we continue to support and devise both short-term and long-term plans to modernize the governance and operational delivery of soccer in Ontario. The delivery of amateur sport in Canada is changing and with it comes greater accountability, transparency and standards of expectations. Ontario Soccer will continue to take a leadership role in this space, led by our Board of Directors in collaboration with the Voting Members Council.

4. Participant Recruitment and Retention: Through another major strategic initiative within our strategic plan, preparations are well underway with an eventual rollout in 2024, of a new marketing campaign which will take advantage of the upcoming FIFA World Cup 2026™. This initiative will see a number of activations with the objective to engage communities around the province to celebrate the beautiful game as well as attract new participants. We all have a once in a life-time opportunity to capitalize on the profile our sport will have in lead up to and during the World Cup tournament on home soil in the summer of 2026.

5. Equity, Diversity and Inclusion: Our member participants are at the core of everything we do. In the past year, through the work of our Anti-Racism, Access and Equity Committee, led by our Diversity Officer, we are developing resource tools for membership that will be available in the future to ensure our sport is welcoming and a safe space for all individuals. Our unwavering commitment to participant centricity ensures that soccer in Ontario continues to contribute to communities in a positive way.

Looking Ahead:

While we celebrate the return of the game in 2022-2023, we are equally excited about the opportunities that lie ahead. As we enter a new operating year, we remain focused on our strategic priorities, which include:

1. Continued Innovation: We will relentlessly pursue innovation, leveraging emerging trends and technologies to drive the growth of the game, enhance our membership service, and stay ahead of the development of the game.

2. Digital Transformation: The implementation of modern technology to simplify and provide greater efficiency for the management of our game has been and will continue to be a top priority for Ontario Soccer. From player registration, competition management, match official and team official management, to discipline/appeals and concussion management, we strive to unlock new efficiencies and deliver enhanced value to our membership.

3. Sustainable Growth: Sustainability will remain a cornerstone of our business strategy. We will continue to assess our programs and services to ensure we serve our membership with leading development and competitions. We will continue to seek out alternative revenue strategies to lessen the dependency on registration fees.

4. Player Development: With the player at the centre of our soccer ecosystem, we will continue to innovate and provide leadership and development to foster the growth of players throughout our system. From the entry-level grassroots ages to our talented pathway, we will continue to implement the successful principles of long term player development (LTPD) so that players can enjoy soccer as a life long experience and showcase our province’s best for representation on Canada’s national teams on the world’s stage.

As we reflect on the achievements of the past year and look forward to the opportunities ahead, we extend our sincere gratitude to our membership, participants, corporate partners, the Board of Directors and staff for your unwavering support. It is your trust and commitment that fuels our drive to push boundaries, pursue excellence, and create sustainable value.

We invite you to delve into the following pages of this 2022-2023 Annual Report, which provides a comprehensive overview of our program and service activities. We have risen from the global pandemic. Let us all embark on the journey towards a successful and impactful future with all the excitement of our game worldwide.

Yours in Soccer;

A handwritten signature in black ink, appearing to read 'Johnny R. Misley'. The signature is stylized and fluid.

Johnny R. Misley
Chief Executive Officer
Ontario Soccer

In 2022/23, Ontario Soccer Coach Development continued to deliver clinics and training across the province at the local grassroots, Provincial and National levels. Through the blended mode of delivery (online & in-person), courses are now effectively offered based on regional needs, improving accessibility, while also still making in-person options available.

There were **287** new Coaches who attended the Canada Soccer National C License in Ontario. Courses primarily took place at the Ontario Soccer Centre, but others were completed in Guelph, London, Ottawa, Welland and Whitby.

As part of a club initiative, the Guelph C License was offered exclusively to women and thirteen (13) individuals completed the training.

Community Coach Certification

The use of the online Canada Soccer - Soccer Academy on SmarterU continues to offer the online component of Grassroots Coach Education (GCE) while Ontario Soccer delivers the practical component. 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).

Despite the improved access, the administrative load on Ontario Soccer staff continues to be a challenge with multiple platforms that do not communicate with one another; resulting in duplication of work and manual data entry.

In 2022/23, **2,371** Community Coaches were certified:

- Active Start: **6** courses, **92** Coaches certified (60% Female)
- FUNdamentals: **17** courses, **342** Coaches certified (40% Female)
- Learn to Train: **36** courses, **832** Coaches certified (28% Female)
- Soccer for Life: **36** courses, **818** Coaches certified (24% Female)

Learning Facilitator Performance

Feedback from the course candidates on Ontario Soccer's Learning Facilitators continues to be overwhelmingly positive with the adjustment to a dual-LF delivery format for Grassroots Coach Education. A total of 1,545 (**65%**) who attended, provided the following feedback.

- **99%** approval rating from coaches who attended the courses that their Learning Facilitator 'created an enjoyable learning experience'
- **99%** of coaches said they would return and do another course with their Ontario Soccer Learning Facilitator again if they were assigned

SOCCER DEVELOPMENT COACH DEVELOPMENT



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

The video evaluation process returned to full operations with a view to eliminating the accumulated backlog of trained coaches through the pandemic. Through the quarterly evaluation blocks offered, **302** coaches entered the evaluation process. Of those coaches, **168** have successfully been certified whereas **60** were deemed to be approaching the standard and **74** did not complete the process. The overall success rate was **57%**, which shows a decrease due to more coaches dropping out in comparison to the previous cycle.

The Ontario Soccer Technical Director (TD) Diploma Course was further enhanced in 2022 from its previous version from a total of 70 hours to a comprehensive offering of over **140** hours. The content now covers a variety of key topics that better reflect the evolving role and responsibilities of a Technical Leader in Ontario.

Other

Coach Development offered several other courses / learning opportunities over the course of 2022/2023:

- 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 online Coach Learning Platform, which has become the hub for development of coaches, players and high performance education in Ontario



**SOCCER DEVELOPMENT
PLAYER DEVELOPMENT**

Program Management

Operating at U13, U14, U15 and U17 age groups, the Ontario Player Development League launched its **8th** year of operations in 2022 – after a reduced season in 2021 due to the global pandemic – allowing the program to continue providing a standards-based, developmental environment focused on standardized training and coaching via a de-centralized structure for talented players.

Highlights

- All OPDL Licence Holders were successful in maintaining their National Youth Club Licence through Canada Soccer in 2022;
- Entering year two of the new three-year renewal cycle which will conclude in 2024;
- Canada Soccer’s Men’s or Women’s National Team XCEL integrations and workshops are in the planning process for 2023;
- Over **\$82,000** was distributed to OPDL players as part of the “OPDL Athlete Scholarship Program” in 2022;
- The third edition of the Gatorade 5v5 Tournament was suspended for a second consecutive year in 2022;
- Canada Soccer National Development Centre (NDC) (formerly the REX Super Centre) integrated into OPDL competition with the Under-14 boys. This provides a competitive platform for NDC players while enlarging the exposure of OPDL players to National Coaching staff;
- The continued training of OPDL venue staff to support game day operations. Overall in 2022, game day experience satisfaction rate was able to maintain an average of over **80%** approval rate among players/parents and teams;
- More than **4,500 players** (3,437 Full-Time) participated in the OPDL for the 2022 Season with more than **2,000** Games played across more than **100** different venues;
- Marketing and promotion of the program continued to expand with focus on promotion of the OPDL via social media platforms. Engagement improved with the sharing of player-specific video content;
- The competition model, after engagement with OPDL-specific focus groups, was adjusted at the Under-15 and Under-17 age groups to provide like-with-like competition in the latter half of the season by re-organizing regional conferences based on first round standings;



Highlights Cont’d

- Ottawa-based Licence Holders, at the Under-13 and Under-14 age groups, were afforded the opportunity to play a total of **seven (7) matches** in Quebec against similar National Youth Club Licence organizations in an attempt to mitigate travel;
- The OPDL Cup was re-launched after suspension in 2021 which saw the crowning of new champions at the Under-17 age group for both boys & girls teams.
- The Under-15 OPDL Cup, was integrated within the Ontario Summer Games as a Final Eight (8) format which provided a different competitive experience to players locally in Mississauga;
- The “OPDL Appreciation Day at BMO”, presented by TFC, was held on Sunday, September 4th, 2022, in alignment with the Canadian National Exhibition, and saw TFC play against arch-rivals, CF Montreal;
- Over **\$14,000** raised for different charities from the OPDL ‘Gary Miller’ Charity Shield held in 2022;
- The modified OPDL RFP process continued in 2022 with the assessment of **two (2)** clubs who successfully passed Canada Soccer’s initial assessment. These two clubs entered the OPDL assessment process, which includes a comprehensive review of all club operations. The OPDL Application & Selection Committee found one (1) club did not meet the standard while the other was placed on an Action Plan where progress is to be reviewed in 2023.



Partners in the Talented Pathway



OPDL Coach Development Program

Since 2020, Ontario Soccer’s OPDL Coach Development Program has not been offered. During the course of 2022, the program continues to be reviewed for re-design with a goal to have greater alignment with the Coach Association of Canada’s (CAC) National Coach Certification Program (NCCP). This will eventually provide more opportunities for soccer coaches to enter and complete the Advanced Coach Diploma.

Annual Performance Review

Using the initial baselines established through self-assessment in 2021, the APR was conducted more thoroughly reviewing the season’s operations and assessment against standards within the competition element of the program. All clubs met through individual 90 minute meetings with Ontario Soccer staff in January 2023 to discuss the findings and generate an action plan to address identified gaps. Entering Year 2 of the new licensing process, OPDL Licence Holders were required to provide updated key documents such as their Strategic, Operational and Technical Development Plans as well as initial metrics around player, coach and match officials’ development. In 2023, contractor staff will be appointed to conduct a more thorough review of key documents, assess progress against action plans and execute site visits of both grassroots and OPDL programs.

OPDL Eight-Year Review

The eight-year evaluation of the Ontario Player Development League (OPDL), was another major initiative undertaken by Ontario Soccer. Through the independent, third party who conducted the evaluation, Capitis Consulting, a 27 page report was compiled after a series of interviews, surveys and data mining from both provincial records and licence holder sources. The findings showed that the initial targets of the program were being met as the OPDL continues to support stakeholder and organizational development. Furthermore, eight (8) recommendations were made for consideration on future enhancements.

To support the distribution of this information, the communications team, in collaboration with a video production company (Agency1), turned the final report into a condensed video summary as well as being disseminated through Ontario Soccer’s digital channels.

Grassroots Alignment with Canada Soccer

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. A full-scale rollout has begun with two Districts already initiating implementation. The document will be reviewed through to 2023 by the Grassroots Focus Group and Technical Advisory Committee.

Intricately linked with 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 Associations 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.

After open application, a Grassroots Focus Group was assembled, with a diverse cross-section of the membership, to review all available Ontario Soccer resources, current programming and provide feedback on the prioritization of future player development initiatives.



Implementation of Club Licensing

In order to meet the Canada Soccer mandate that all active clubs either hold or are in the process of meeting the requirements for a Quality Service Provider (QSP) License by the end of 2023, Ontario Soccer is working with the District Associations to embed QSP criteria into their respective annual membership renewal processes.

In order to alleviate part of the club assessments on behalf of the Districts, Ontario Soccer continued the review of the initial **seventy-five (75)** Clubs who applied for the Quality Soccer Provider level in 2022 and re-opened a second window in early 2023 which saw **ninety-three (93)** new applicants.

As of March 31, 2023, Ontario Soccer had **89** licensed clubs, increasing from 58, across all levels; **twenty-eight (28)** National Youth Club Licence Holders, **five (5)** MA Level 2 clubs, **sixteen (16)** MA Level 1 clubs and **forty* (40)** QSP clubs. Of the forty granted QSP licences, fifteen (15) were granted provisionally with an action plan to be assessed in 2023.



**SOCCER DEVELOPMENT
MATCH OFFICIALS
DEVELOPMENT**

Recruitment and Retention

In November of 2021, we developed a recruitment and retention strategy focused on providing a consistent flow of prospective Match Officials. This program included video, material resources and presentations to be used by our membership - <https://www.ontariosoccer.net/recruitment>. This program was provided to membership in early 2022 and utilized again for the 2023 registration cycle.

- 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
- Multiple stories and special interest news articles to assist in recruitment
- This included a Recruitment Guide for Clubs to utilize

We created multiple discounts and strategies to entice new officials to join and current officials to return.

- Family discounts
- Bulk discounts for Clubs and Districts
- New kit discount
- Early bird fees
- Invited pre-2020 officials to return

Clinics

In 2023, we revamped the 2022 clinic process by working with our District Associations to pre-plan the roll-out of practical sessions for the spring clinic season. This planning began in the fall of 2022 and was ready to be rolled out from April-June 2023.

We also re-designed the Match Officials section of the website to create more front facing content so that members had a more pleasant interaction and were more likely to find the answers they were looking for.

In 2022, we trained **16** Club Instructors who played a crucial role in the roll out of our practical sessions in 2023.

New Accreditations and Clinic Hosting

	2022	Early 2023
ENTRY LEVEL	891	882 (expected to hit 1100)
SMALL SIDED	991	1016 (expected to hit 1200)
TOTAL WEBINARS	69	72
TOTAL PRACTICAL	44	42

Talent Identification Program

Utilized 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). In 2022, the Ontario Summer Games were hosted in Mississauga and we invited 30 up and coming officials, mentors and assessors to the event.

NextGen Program

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

We have hosted multiple education events online, and have provided access to National List officials for feedback and support.

Mentorship Program

The Mentor program was adapted in early 2022 to simplify delivery at the Club level.

Futsal

We worked closely with the Futsal Working Group to create a more cohesive approach to the promotion and support of Futsal.

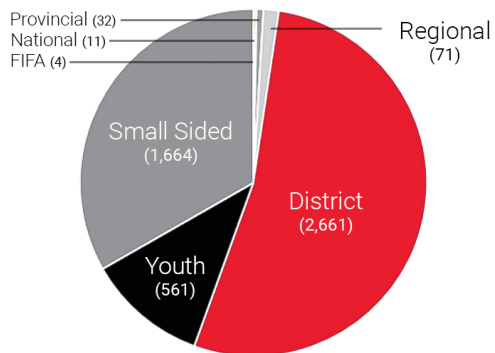
This included:

- Final draft of the Futsal Grading protocol
- Creation of an Instructor and Assessors Match Officials focus group
- Contracting a highly experienced Futsal official to assign all Ontario Cup events to ensure the best official available was assigned





2022 Registration - 4,918 Total



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

Category	Count	Percentage
FIFA	3	(75%)
National	1	(10%)
Provincial	5	(17%)
Regional	5	(7%)
District	413	(14%)
Youth	123	(29%)
Small Sided	563	(38%)
TOTAL	1,113	(23%)

2023 Registration - 5,004 Total*

FIFA	4	District	2,661
National	11	Youth	561
Provincial	32	Small Sided	1,664
Regional	71		

*Registration Jan to May 2023 (includes new officials)

Upgrading Programs

- We had **16** officials qualify for the Regional Upgrading Program and **9** qualify for the Provincial Upgrading program.
- Four of these officials are female (**1** - Regional, **3** - Provincial).

Other Program Areas:

- Continued the research project with Dr. Tracy Vaillancourt regarding Bullying and Abuse of Youth Match Officials
- Planned the delivery of a Board approved RefCam pilot project
- Introduced the 2023-2024 Game Fee and Assigning Protocol
- Attended **three (3)** SIRC/Sport Canada 2024 Policy planning meetings and contributed statistics and data.
- Hosted **four (4)** focus group meetings to review current Operational Procedures and recommend edits based on **#NoRefNoGame**
- Provided Futsal officials and Director of Officials to Ontario Winter Games

SOCCER DEVELOPMENT HIGH PERFORMANCE

Provincial Xcel

The 2022 Provincial Xcel Program was available to all Ontario Soccer registered players who are competing at either U14, U15, U16 & U18 age groups. For the 2022 Program, U18 players were also eligible for selection in preparation for the 2022 Canada Summer Games in Niagara, Ontario. 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. Talent on Location Days (ToLD)]. The Provincial Xcel Program will focus on player detection, screening, identification and benchmarking of players through competition.

It was at the Ontario vs Quebec Inter-Provincial Competition in April of 2022 where Canada Soccer was present to scout the U15, U16 and U18 players for potential invite to Canada Soccer's National or Regional Xcel Programs. The U14 Boys All-Star program competed in **two (2)** showcase matches against Toronto FC Academy U14 Boys and the U14 Girls All-Star program competed in **two (2)** showcase matches within the program.

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.
2. Talent Identification and Benchmarking player performance through quality competition
3. Provide the opportunity for new Ontario players to be selected for future National & Regional Xcel Programs
4. Create a practical environment for Provincial Xcel Staff to enhance best practice coaching habits to National Xcel Standards
5. Accelerate the development of potential players to be selected for the 2022 Canada Summer Games (U18 Age Group).

National Player Identification

Ontario provided an improved average of **65%** (up from 62% in 2021) of the athletes selected for Canadian National Senior Men's & Women's programs.

	ONT Players	Percentage of NT
Men's National Team	104	70%
Women's National Team	105	61%
Men's U15, U17, & U20	44	46%
Women's U15, U17, & U20	68	41%
CAN Para	15	63%
CAN Beach Soccer	8	40%

2022 Canada Summer Games - August (Niagara, ON)

Ontario Soccer has successfully represented our Province in all Canada Summer Games since 1969 when Soccer was first introduced. Since then, Ontario has successfully won **10** medals in 13 editions of The Games, the most medals amongst all Provinces. In 2022, Ontario looked to defend the Gold Medal won on the male side in 2017 and aim for Gold on the female side after a Silver Medal finish in 2017. The games were originally scheduled to be held in Niagara Region, Ontario, from August 6 to 21, 2021. However, in September 2020 the Canada Games Council announced that the 2021 Canada Summer Games had been postponed to 2022 as a result of the COVID-19 pandemic in Canada.

In 2022, MLS Academy players were eligible for selection to represent the Province at the Canada Summer Games.

Ontario teams consisted of 18 players and 3 staff. In preparation for the games, Team Ontario held training camps in July for the Boys and in August for the Girls. Team Ontario performed well at the games with the boys earning a Silver Medal in a final against Quebec (0-3) and the girls winning the Gold Medal in a final against Quebec (**3-0**).

2023 Provincial Screening Competition

In 2022, the Ontario Soccer Provincial Xcel Program identified over **700** players for continued screening in the 2023 Provincial Screening Competition. These 700 plus players were identified across the age groups of U14, U15, U16 and U17 for both girls and boys from the OPDL, through scouting, and the Talent on Location Day (ToLD) Recommendation Process.



PROVINCIAL XCEL IDENTIFICATION CALENDAR

U14-U18 Players

MAY JUNE JULY AUG SEPT OCT NOV DEC JAN FEB MAR APR



Detection

Screening

Identification

Female Players Identified for 2023 Screening Competition

Under 14 Girls OPDL (born 2009)	88
Under 14 Girls non-OPDL (born 2009)	5
Under 15 Girls OPDL (born 2008)	94
Under 15 Girls non-OPDL (born 2008)	7
Under 16 Girls OPDL (born 2007)	77
Under 16 Girls non-OPDL (born 2007)	6
Under 17 Girls OPDL (born 2006)	75
Under 17 Girls non-OPDL (born 2006)	10

Female OPDL Players Selected into Canada Soccer National Development Centre: 25 Total - 8 (2008), 8 (2007), 5 (2006), 4 (2005)

Male Players Identified for 2023 Screening Competition

Under 14 Boys OPDL (born 2009)	81
Under 14 Boys non-OPDL (born 2009)	9
Under 15 Boys OPDL (born 2008)	72
Under 15 Boys non-OPDL (born 2008)	23
Under 16 Boys OPDL (born 2007)	73
Under 16 Boys non-OPDL (born 2007)	18
Under 17 Boys OPDL (born 2006)	73
Under 17 Boys non-OPDL (born 2006)	14



BUSINESS PARTNERSHIPS

Acquisition and Activation

Having prevailed during a period of tremendous strife in the 18 months prior, fiscal 2022-23 signified a new beginning both literally and figuratively speaking with the new 2022-26 Strategic Planning Cycle kicking off and the rebuilding of soccer in Ontario continuing apace. While membership participation figures were hope inspiring, showing that the worst was likely behind Ontario Soccer and its members, the extraordinary partnership success that followed was well beyond anyone's most optimistic expectations.

The 2022-23 season started off brightly with the long-term renewal of Toronto FC as founding Premier Partner, while also winning over the Canadian Premier League as Premier Partner, on behalf of its Ontario-based member Clubs: Forge FC, York United FC and Atlético Ottawa. This trilateral collaboration marked a true partnership milestone that saw professional soccer in Ontario uniting to support the promotion and development of the game in the province. Remarkably, on the eve of its 7th season, TFC and CPL also became the co-presenting partners of the Ontario Player Development League (OPDL), the Province's premier youth high performance program and the foundation of Ontario Soccer's Talented Pathway.

Fueled by the successful inaugural year of this partnership, Ontario Soccer was able to convince Dairy Farmers of Ontario to further expand their involvement, which in early 2022 made DFO both our newest Premier Partner, while also becoming the exclusive title partner of the prestigious Ontario Cup Provincial Championships to be renamed "MilkUP Ontario Cup." By presenting the MilkUP Ontario Cup, DFO further strengthened its youth soccer engagement.

Under the banner of the MilkUP Ontario Soccer Future Leaders Program, originally launched in 2021, DFO also continued another of its marquee activations, the "MilkUP Ontario Soccer Future Leaders Award and Education Grant", which celebrates the outstanding achievements of Youth in the soccer community. The award strives to actively acknowledge the selfless display of civic care, pride in one's sport and leadership, an attitude of resilience and strong work ethic, and constant desire for impact and improvement.

This category recognizes 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. The Education Grant included with this award is **\$2,500** per recipient.

2022 MilkUP Future Leaders Winners

NAME	CLUB AFFILIATION
Selena Zhang	North York Cosmos SC
Kyra Herd	North York Cosmos SC
Paige Robert	Ottawa TFC
Emma Prange	Opeongo Minor Soccer



Another key activation, the "MilkUP Ontario Soccer Future Leaders "Class of '22" recognizes the achievements and impact of Youth in the soccer community. Award winners embody the Ontario Soccer tagline of "Play. Inspire. Unite." in both their soccer community and their home community. The "Class of 22" awardees have an attitude of resilience, and a strong work ethic. They have future aspirations of leadership within the 'beautiful game,' continuing their journey of soccer involvement and contribution.

This category recognizes Youth, who will continue to contribute to the local soccer community as a leader, player, coach, match official, or administrator and includes a **\$500** grant to be used for soccer leadership education (coach, match official, etc.)

Ontario Soccer is proud to have such impactful, driven, and impressive young leaders thrive within our soccer community.

The Class of '22 Education Grant Recipients

RECIPIENT	AREAS OF INTEREST	CLUB AFFILIATION
Shaelyn Mitchell	Coaching, Match Officiating, Leadership	Cambridge Soccer
Marko Josipovic	Match Officiating, Leadership	South Burlington Football Club
Sally Steinberg	Coaching, Match Officiating, Leadership	Oakville Soccer Club
Justin Siahlu	Coaching	Toronto United Soccer Club
Rachel Gopalakrishnan	Coaching	Ottawa TFC
Gianluca Pomponio	Match Officiating	Tecumseh Soccer Club
Olivia Fan	Coaching, Match Officiating	Ottawa South United
Adam Shaikh	Coaching, Leadership	Pickering FC
Elizabeth Maione	Coaching, Leadership	Pickering FC
Blake Rosener	Administration/Program Management	Greater Sudbury Soccer Club
Daniela Pasquale	Coaching	Vaughan Soccer Club
Anthony Arruda	Coaching, Match Officiating, Administration/Program Management, Leadership	Brampton Soccer Club
Camille Jelinek	Coaching	East Gwillimbury Soccer Club





Acquisition and Activation

Building on the momentum of soccer growth in Ontario and after a long-standing courtship phase, Ontario Soccer was also delighted to welcome Sport Chek, Canada’s largest sports retailer, as the Official Sporting Goods Retail Partner. Both partners share the goal of inspiring Ontarians to live healthy, active lifestyles by making sports and activity more fun, approachable, and inclusive.

Lastly and as a real statement of intent, Ontario Soccer was able to attract BMO, Canada’s Bank of Soccer, as its newest Premier Partner towards the end of the 2022 calendar year. This newly formed partnership will focus in on enhancing gender equity within soccer and jointly embrace the goal of helping to create systemic change to empower self-identified girls and women at all levels of the sport.

Partner Servicing and Engagement

With the influx of new partners, onboarding and activation planning became a priority focus for the Business team to ensure partnerships starting off successfully, while carefully managing limited internal resources and capacity.

With TFC and CPL marketing efforts closely aligned with the 2022 OPDL Season and DFO debuting as presenting partner of the MilkUP Ontario Cup, various Ontario Soccer flagship programs received vital branding boosts.

Sport Chek launched three unique partner activations with its social media storytelling “Trick Shot” campaign, as well as the Respect themed Community Chek-In Boot Camp. In addition, Ontario Soccer worked with eight of its member clubs on the pilot launch of the Sport Chek VIP Promo offer, which enabled Club members to save up to **70%** on purchases at their local Sport Chek retail location during a designated time period, which proved to be wildly popular.

Throughout the year, Ontario Soccer also continued to look for additional ways to support our member organizations to ensure that “Everyone is Welcome” to be part of the soccer family in 2022-23.

Among these initiatives, Ontario Soccer teamed up with HelloFresh, the leading meal kit delivery service and healthy meal plan provider in Canada, to bring an exciting fundraising opportunity for the 2022-23 season to our member Districts, Clubs and Leagues to support grassroots soccer across the Province. **15+** organizations took advantage of this opportunity to aid their fundraising efforts.

Lastly, to off-set the impact of inflation, Ontario Soccer partnered with Nothers – The Award Store, to create the Team It Up program, an exciting cost savings opportunity for the 2022-23 season to our member organizations to support grassroots soccer across the Province. This program provided a subsidy and bulk purchase discount to help organizations with award expenses to bring some budget relief during this recovery season.

2022 Ontario Soccer Partners

Premier Partners



Community and Program Partners



Official Suppliers



Sport Partners





Everyone
is Welcome.

With the pandemic firmly positioned in the rear-view window, Ontario Soccer continued its focus on membership recruitment and retention. Continuing with the theme of the very impactful Pitch In, Play ON! Return to Play Campaign of 2021/22, the main objective was to bring the registration numbers back to pre-Covid numbers, and thrive once again.

Vision Campaign - Everyone is Welcome



With the release of the new Strategic Plan in spring of 2022, and the new Vision Statement of Ontario Soccer, the Vision 2022 marketing campaign was created to continue supporting the Return to Play efforts across the Province.

Everyone is Welcome

Launched in January of 2022, and similar to the Pitch In, Play ON! Campaign, this campaign was created to support membership in their various Return to Play scenarios. A suite of graphics was created and posted online for member access, and various graphics were shared via Ontario Soccer social media, web, and videoboard announcements at BMO Field.

#NoRefNoGame

With the retention of Match Officials lower than ever before, efforts were made to focus on changing the behaviour of the Ontario Soccer membership. Citing abuse as the number one reason for match officials not returning, it was time to focus on their well-being and mental health.

By posting a Charter online signed by all Board Members, and a second version signed by all District Presidents, Ontario Soccer made the statement that it would be supporting the Match Officials, because in fact, if there is no ref, there is no game.

In support of this movement, Ontario Soccer created a suite of graphics to be shared pitch side and online as a reminder to the public that Match Officials are a vital piece of the soccer puzzle, and without them, we would have no game to play. Graphics were used on Club and District webpages, social media, and even at grassroots games.

BUSINESS
MARKETING

BE FAIR, BE RESPECTFUL, IT'S A GAME.

Everyone deserves to be treated fairly.

We are **all** still learning. We are human. We are not perfect.

As Match Officials, we attend education sessions, read the rulebook, and stay up to date on the Laws of the Game. We are certified, and passed courses to be here.

We are not professional referees, we do this part-time.

We love soccer, and want you to love soccer too.
We **work hard** so that **all** can **play**.

Kindness and respect are essential to keeping soccer safe.

HELLO!

I'M YOUR MATCH
OFFICIAL TODAY.

LET'S HAVE A
GREAT GAME!



Awareness Dates

In support of the Diversity, Equity, and Inclusion (DEI) efforts, Ontario Soccer continued marking significant dates to celebrate the diversity within the soccer community.

Dates that were promoted over social media and web included: Pride Month (June 2022), National Indigenous People’s Day (June 2022), National Day for Truth and Reconciliation (September 2022), Black History Month (February 2023), and International Women’s Day (March 2023).

Understanding that awareness dates alone are not the answer, they are certainly a step towards recognizing the courage and empowering the resolve of the various communities that the dates serve to celebrate. And while it is clear that more work needs to be done in the area, Ontario Soccer is committed to creating a safe and welcoming environment for all who partake as players, coaches, match officials, volunteers, parents, spectators, and staff.



Ontario Soccer is committed to fostering inclusivity as a core organizational value.

We are kicking off #PrideMonth by renewing our pledge to make soccer a more accepting & sustainable game.

For more information, visit: ontariosoccer.net/news_article/s...



Everyone is Welcome
Ontario Soccer recognizes Black History Month.

Energized by the community we are celebrating, Ontario Soccer will continue to push for progress; moved by the same courage, determination, and impactful change we have seen from this inspirational group throughout history.



**BUSINESS
 EVENTS**

Centre Circle Awards

The Centre Circle Awards are Ontario Soccer's highest level of recognition and are presented annually to deserving soccer leaders and organizations nominated on the basis of their outstanding contributions to the development of soccer in Ontario and Canada.

This year's luncheon event, which took place at the Hilton Toronto Airport Hotel and Suites as part of the 2022 Ontario Soccer Annual Members Meeting (AMM), was particularly special as it marked the first instance in three years for Ontario's soccer leaders to be able to gather in the same room, after having been held virtually for the past two years.

Clubs, Coaches, Match Officials, Administrators and Community Leaders all had a moment to shine in the spotlight of the Centre Circle.

In total, **16** individuals and organizations (including 4 MilkUP Future Leaders) were recognized in 2022 for their outstanding commitment to sport in Ontario.



AWARD	RECIPIENT	NOMINATED BY
President's Award	Matthew Greenwood	Pickering FC
Club Recognition Award	Superstar Women Over Thirty	DRSA
Coaches High Performance Award	Tommaso Bianchi	Markham SC
Coaches Development Award	Boris Bajagic	EODSA
Coaches Soccer 4 Life Award	Brian Ashton	SRSA
Life Membership Award	Sandy Arrowsmith	DRSA
Life Membership Award	Joyce Stewart	EMSA
Match Officials Carol Anne Chénard Award	Nicole Pagliaro	HDSA
Match Officials - High Performance Award	Melissa Snedden	Oakville SC
Match Officials Mike Bremer Award	Ron Sutherland	NSA
Meritorious Award	Ernie Henderson	YRSA
Meritorious Award	Adina Stiers-Hill	DRSA
Brian Avey Award	Bryan Rosenfeld	Staff of Ontario Soccer



Ontario Soccer Summit

The sixth annual edition of Ontario Soccer's personal and professional development weekend event was an overwhelming success as over 400 delegates from Ontario, across Canada and internationally, gathered in person once again in Ottawa from February 24 – 26, 2023.

Perseverance, elation, joy and a rejuvenated sense of togetherness were the sentiments echoed by attendees of the 'comeback edition' of the Ontario Soccer Summit.

The event, which was co-hosted by the Eastern Ontario District Soccer Association and headlined by co-presenting partners FuboTV and Respect in Sport, and supported by a record-breaking cast of event partners, had sold out in record time.

Many factors contributed to the event's success, including a line-up of world-class speakers, which was headlined by Canada Soccer's Men's National Team Head Coach, John Herdman, who inspired attendees at his keynote speech on Saturday morning with tales from his personal and professional experience, challenging the audience to always pursue their personal best.

The other two keynote speakers were first-class, and not to be outdone by Herdman. Opening the weekend, Matt Young, Principal of FSQ and award winning LTAD expert, was onsite to shake the culture of soccer, and remind delegates to look at themselves and how they can bring about positive change. Sunday morning was set to inspire with Allison Forsyth, former Olympian and athlete safety advocate, gripping the audience for 60 minutes straight with stories of her difficult journey, and teachings of how to ensure history is not repeated with athletes of today.






Ontario Soccer Summit Cont'd

Set across two days in our beautiful National Capital city, the 2023 Ontario Soccer Summit was filled with world-class speakers and sessions, featuring amazing presentations by international and domestic speakers from a host of different organizations including Atlético de Madrid, Concacaf, FIFA™, Canada Soccer, Project 8, Canadian Premier League, Coaching Association of Canada, MLSE, and more.

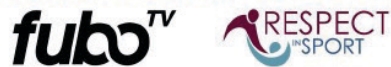
With a packed agenda featuring plenty of sessions, speaker networking and social opportunities, the Ontario Soccer Summit truly is a one-of-a-kind conference Where Learners become Leaders.

Peter Augruso, Ontario Soccer's President and Chair of the Board of Directors, and Johnny Misley, Ontario Soccer's CEO, announced that the 2024 Ontario Soccer Summit will be co-hosted by the York Region Soccer Association.

Ontario Soccer Summit Digital Impact

 139,300+ impressions	 4,250+ impressions
 12,500+ impressions	 750+ impressions
 55,400+ impressions	

PRESENTING PARTNERS



TOPIC STREAM PARTNERS



EVENT PARTNERS



ACTIVITY PARTNERS



Ontario Soccer
@OntarioIsSoccer

The Finals are set for the Gary Miller Charity Shield this weekend! Congratulations to all the teams who will be participating.

Be sure to check out and revisit our Match Centre for all the news including game recaps, livestream, photo albums and more!

ontariosoccer.net/2022-gmcs-matc...

Saturday October 22			ONTARIO SOCCER	Sunday October 23					
Boys U15		VS		9:30 AM	Boys U14		VS		9:00 AM
Girls U14		VS		12:30 PM	Girls U15		VS		12:00 PM
Girls U17		VS		3:30 PM	Boys U17		VS		3:00 PM

5:06 PM · Oct 17, 2022

1 20 47 2

BUSINESS COMMUNICATIONS

In 2022-23, Ontario Soccer's Digital and Communications Operations saw a return to regular operations following the COVID-19 public health crisis, which had thwarted competitions and other business areas. With the return to normal, digital and communications operations were once again required to support a wider variety of other business areas and initiatives across the organization, as was the norm pre-pandemic.

Made in Ontario - 2022 World Cup Edition

- Instagram: 36,550+ impressions
- LinkedIn: 2,670+ impressions
- Facebook: 9,870+ impressions
- YouTube: 33.7+ hrs watched
- Twitter: 12.4% reach average
- Website: 330+ article views

Diversity (D.E.I.)

#NoRefNoGame

- Instagram: 16,250+ impressions
- LinkedIn: 81,100+ impressions
- Facebook: 74+ likes
- YouTube: 40,470+ impressions
- Twitter: 8,630+ impressions
- Website: 248 likes, 142 retweets

TFC Gaming Championship

- Instagram: 8,750+ impressions
- LinkedIn: 9.45% engagement rate
- Facebook: 5,300+ impressions
- YouTube: 1,500+ views

Sport Chek - Community Chek In & Future of Sport

- Instagram: 14,500* views
- LinkedIn: 6,100* views
- Facebook: 18,500* views
- Twitter: 1,070* views

*AVG taken from the Sport Chek social accounts

2022 Digital Channels Analytics:

- 1.3 million page views on ontariosoccer.net
- 984,100 Twitter impressions
- 167,600 views on YouTube
- 104,168 Instagram likes
- 22,661 livestream views on Twitch
- 51,538 Facebook profile visits
- 1.5 million newsletter opens
- 1,229 new LinkedIn follows



BUSINESS COMPETITIONS

Ontario Cup - 106th Edition

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



In 2022, 465 teams registered to participate in the Ontario Cup.

Team Registration Breakdown by District Association

Durham Region S.A. 17	Niagara S.A. 19
East Central Ontario S.A. 2	North York S.A. 20
Eastern Ontario & District S.A. ... 23	Peel Halton S.A. 103
Elgin Middlesex S.A. 26	Scarborough S.A. 22
Essex County S.A. 28	Soccer Northwest Ontario 5
Greater North S.A. 2	Southwest Soccer 46
Hamilton Soccer 27	Southeast Ontario S.A. 5
Huron District S.A. 10	Toronto S.A. 40
Lambton Kent S.A. 4	York Region S.A. 64



641 Number of Games Played

1860 Number of Team Officials
(based on 4 per team)

8370 Number of Players
(based on 18 players per team)

2025 Number of Match Officials
(based on 3 per game and 4 per Semi-Final and Final Game)

2022 Ontario Cup Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Under 13 Boys	London Alliance FC Mustangs	Alliance F.C.	Elgin Middlesex S.A.
Under 13 Girls	Guelph Jr. Gryphons Red 09G	Guelph S.C.	Southwest Regional S.A.
Under 14 Boys	Glen Shields Juventus FC	Glen Shields F.C.	York Region S.A.
Under 14 Girls	London Alliance FC Mustangs 08	Alliance F.C.	Elgin Middlesex S.A.
Under 15 Boys	Thornhill Bolts	Thornhill S.C.	York Region S.A.
Under 15 Girls	London Alliance FC Mustangs 07	Alliance F.C.	Elgin Middlesex S.A.
Under 16 Boys	Red Academy Kitchener	Red Academy of Soccer	Southwest Regional S.A.
Under 16 Boys District	Glen Shields Juventus FC	Glen Shields F.C.	York Region S.A.
Under 16 Girls	Erin Mills Eagles GU16 Green	Erin Mills S.C.	Peel Halton S.A.
Under 16 Girls District	Barrie Spirit	Barrie S.C.	Huron District S.A.
Under 17 Boys	Glen Shields Juventus FC	Glen Shields F.C.	York Region S.A.
Under 17 Girls	Caledon United FC	Caledon S.C.	Peel Halton S.A.
Under 18 Boys	London Alliance FC 04 Boys	Alliance F.C.	Elgin Middlesex S.A.
Under 21 Men	Kleinburg Nobleton S.C.	Kleinburg Nobleton S.C.	York Region S.A.
Under 21 Women	Ottawa TFC	Ottawa TFC	Eastern Ontario District S.A.
Men	Gloucester Celtic	Ottawa Gloucester SC	Eastern Ontario District S.A.
Women	London Alliance FC Galaxy	Alliance F.C.	Elgin Middlesex S.A.

Ontario Cup Semi-Final Hosts

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

The Ontario Cup Finals were held at the Ontario Soccer Centre in Vaughan over two weekends in September.

Masters Provincial Championships

The Masters Provincial Championships is the highest competition for Soccer for Life participants in the Over 30 Women’s division and the Over 35 Men’s division. The event provides meaningful competition for those athletes that have remained in the game of soccer, thereby, providing a real demonstration of Active for Life. Teams that play in a Recreational or Competitive League throughout the season may enter this competition. A goal for athletes in this Soccer for Life stream is to reach the highest competitive level possible.

The winners of the Provincial Championship advance to the Canadian Regional Championship run by Canada Soccer. The 2022 Masters Provincial Championships featured **15** Men’s teams and the Vaughan SonsCi being crowned the Provincial Champions. Unfortunately, there were not enough Women’s Masters teams entered to make a viable competition and the division was cancelled.

2022 Masters Provincial Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Masters Men	Vaughan SonsCi	Vaughan S.C.	York Region S.A.

National Club Championships

In 2022, National Club Championships were 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 advanced to the National Club Championships.

At the National Club Championship, medals were handed out to the following teams:

- GOLD - Gloucester Celtic (Men)
- GOLD - Vaughan SonsCi (Masters Men)
- SILVER - London Alliance FC (Women)
- SILVER - Caledon United FC (U17 Girls)

Tournaments/Festivals

In 2022, **100** tournaments were approved for players 13 years of age and up.

In 2022, **123** festivals were sanctioned to operate. Much like tournaments, festivals are assessed and monitored for compliance with the Grassroots Standards in order to protect the integrity of the LTPD model.

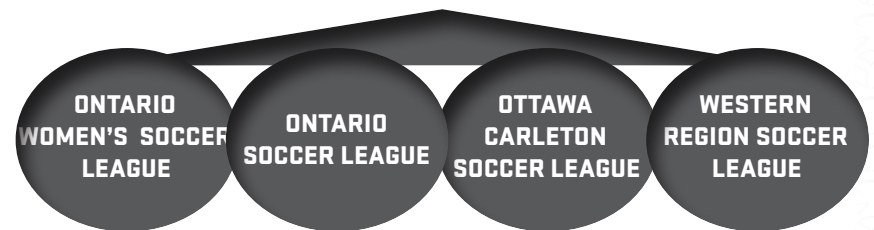
League Management

In 2022, three youth Regional Leagues and four senior Provincial/Regional Leagues operated a league season. This “Integrated Model” (IModel) was introduced as a pilot project for the Central Region Districts. This league consists of two phases, a Qualifying phase and then either a Competitive 1 phase or Competitive 2 phase depending on a teams standing in the Qualifying phase.

SOCCER FOR LIFE YOUTH REGIONAL LEAGUES



SOCCER FOR LIFE SENIOR PROVINCIAL AND REGIONAL LEAGUES



Ontario Indoor Cup 2023

The Ontario Indoor Cup serves as the provincial championship for small-sided soccer during the Indoor Season. The competition format consists of round robin preliminary tournaments set up to advance teams to the Final 8 teams in each age division. The Final 8 teams are divided into two groups of four that play a round robin tournament with the top two teams in each group of 4 advancing to the Semi-Finals followed by the Finals. The competition is offered in the Under 13, Under 14, Under 16 and Under 18 Boys and Girls age divisions.



The Ontario Indoor Cup was held in 2023 in all divisions offered. The Competition began with the Preliminary Rounds in late December, and the Finals Rounds were finished in late February. The 2023 Indoor Cup saw **118** teams in the competition throughout all the age groups.

2023 Ontario Indoor Cup Champions

DIVISION	TEAM	CLUB ACADEMY	DISTRICT ASSOCIATION
Under 13 Boys	FC Toronto	FC Toronto	Peel Halton S.A.
Under 13 Girls	Glen Shields Juventus FC	Glen Shields FC	York Region S.A.
Under 14 Boys	London Alliance FC Mustangs 09B	Alliance FC	Elgin Middlesex S.A.
Under 14 Girls	Guelph Jr. Gryphons Red 09G	Guelph S.C.	Southwest Soccer
Under 16 Boys	Ajax SC 07B	Ajax S.C.	Durham Region S.A.
Under 16 Girls	Mississauga Supernova FC GU15 Black	Supernova FC	Peel Halton S.A.
Under 18 Boys	Glen Shields Juventus FC	Glen Shields FC	York Region S.A.
Under 18 Girls	Erin Mills Eagles F U17 Green	Erin Mills S.C.	Peel Halton S.A.

Ontario Parasport Games

The Ontario Parasport Games featured a Blind Soccer competition in Durham Region which was held from February 3-5, 2023. North Mississauga SC won a series of games to capture the gold medal.



Ontario Futsal Cup 2023

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 there are higher levels of competition within the sport.



Similar to the Ontario Indoor Cup, the Futsal Cup Final Round consists of a round robin tournament with top teams advancing to the Cup Finals. This past year Ontario Futsal Cup held competition in the following divisions; the Under 13, Under 14, Under 16 and Under 18 divisions, as well as the Men's and Women's divisions. **72** teams in total registered to participate.

At the Futsal Canadian Championships Men's Ontario Champions 9 de Octobre Toronto, won the gold medal, and the Women's Ontario Champions, Scarborough G.S United won the silver medal.

2023 Ontario Futsal Cup Champions

DIVISION	TEAM	CLUB	DISTRICT ASSOCIATION
Under 13 Boys	FC Toronto	FC Toronto	Peel Halton S.A.
Under 13 Girls	Unionville Milliken SC Strikers Red	Unionville Milliken S.C.	York Region S.A.
Under 14 Boys	Woodbridge 09 Boys Red	Woodbridge S.C.	York Region S.A.
Under 14 Girls	Unionville Milliken SC Strikers U14 Red	Unionville Milliken S.C.	York Region S.A.
Under 16 Boys	Unionville Milliken SC Strikers U16 White	Unionville Milliken S.C.	York Region S.A.
Under 16 Girls	Unionville Milliken SC Strikers U15 Red	Unionville Milliken S.C.	York Region S.A.
Under 18 Boys	North Mississauga SC U18	North Mississauga S.C.	Peel Halton S.A.
Under 18 Girls	Erin Mills Eagles U17 Green	Erin Mills S.C.	Peel Halton S.A.
Men	9 de Octobre Toronto	FC Emery	North York S.A.
Women	Scarborough GS United	G.S United	Scarborough S.A.

Ontario Winter Games

The 2022 Ontario Winter Games that were postponed due to COVID, were held in 2023 in Renfrew County. The top 5 teams from the Under 18 Boys and Girls divisions qualified for the Ontario Winter Games. The Futsal competition was played in Petawawa from February 2-5, 2023 with Erin Mills Eagles U17 Green (Under 18 Girls) and North Mississauga SC U18 (Under 18 Boys) taking home the Gold Medal and Ontario Futsal Cup respectively.



During the 2022 – 2023 Fiscal Year the administration department continued work in the areas of Human Resources, Risk Management which included Code of Conduct & Ethics Complaints, Insurance claims and Discipline & Appeals Case management. Other areas of concentration for the Administration were the project management of the Member Management Ecosystem, the processing of International, Inter Provincial Transfers, Information Technology and the oversight of the 2022 Operational Procedures implementation.

Human Resources

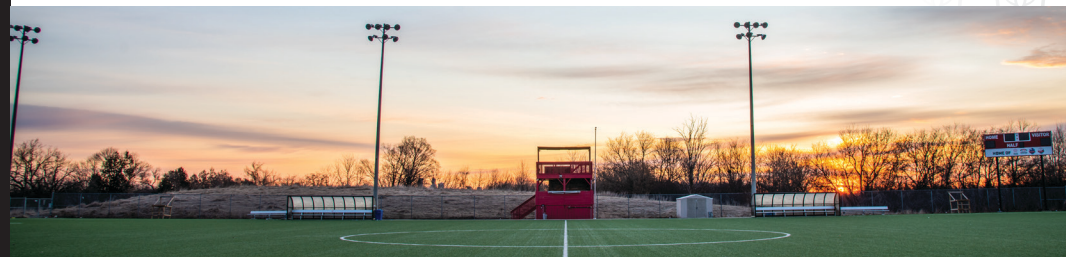
Significant human resources planning occurred during Fiscal Year 2022 – 2023 with the goal of rebuilding the human capacity of Ontario Soccer. The goal is to create a work force that supports the efficient delivery of our programs. The organizational chart was updated to reflect the current and future positions required to fulfill this goal. From April 2022 to March 2023 Ontario Soccer and the Soccer Centre hired **fourteen (14)** new staff members across the following departments; Development (2), Finance (3), Administration (2), Business (4) and the Soccer Centre added **three (3)** staff to their team. These hirings brought the total number of staff at Ontario Soccer and the Soccer Centre to **27** which is **57%** of our pre-pandemic numbers in 2019. The process of recruitment will continue into the new fiscal year with the goal to fill all positions in the current recruitment plan.

Code of Conduct and Ethics - Complaints

Ontario Soccer had one Complaint case carried forward from 2021 – 2022. This case continued through Fiscal Year 2022 – 2023 and has only now been settled in April 2023. The use of the complaints process has increased significantly through this past year.

COMPLAINTS	2021 - 2022	2022 - 2023
Whistle Blower Complaints	0	0
Code of Conduct Complaints	4	25
Code complaints resolved	3	17
Code complaints abandoned, not pursued or redirected	5	4
Code complaints – carried over to following operational year	1	4

OPERATIONS
ADMINISTRATION AND
FINANCE



Discipline, Appeals & Dispute Resolution

In 2022, we administered all discipline and appeal hearings virtually using the Zoom platform. The number of discipline and appeal cases has dramatically increased from the 2021-2022 numbers. This increase is because we have returned to pre pandemic league and competition play volume.

ONTARIO SOCCER DISCIPLINE CASES HEARD	2021-2022	2022 - 2023
Ontario Soccer	0	11
OPDL	5	18
Ontario Cup	25	11

TYPE	2021-2022	2022 - 2023
Ontario Soccer Appeal Cases	3	25
Ontario Soccer Dispute Resolution Cases	3	1

Discipline and Appeals Certification Courses

During 2022-2023, we launched the new format for the discipline certification courses. The courses were hosted by Ontario Soccer using the Zoom platform and facilitated by a certified instructor. We certified **140+** discipline panel members through the Core Discipline Course. Currently, **30** discipline chairs have been certified to chair discipline panels across the province. The case manager course will be available in the fall of 2023 and will provide formal training for case managers across the province. By the end of 2023 a majority of individuals that partake in discipline will be retrained and prepared to take a refresher course in early 2024 when the Operational Procedures changes are implemented.

Information Technology

In the past year, the IT Team has made a few changes to improve our operations and security:

- New staff were hired and with that came the need for new equipment to support them
- Use of Microsoft Teams for file storage and communication expanded to include the Anti-Racism, Access and Equity Committee, Competitions Committee, and Match Officials Development Committee
- Automated the importing of accounts payable records from E2E for OPDL Match Official payments
- Supported the virtual delivery of our Discipline Certification Program
- Internal systems will continue to be reviewed to identify additional improvements in the coming year.

Safe Sport and Complaints Process Review

During the course of 2022, it came to our attention that the processing of complaints can be difficult and risky if done incorrectly. With the upcoming implementation of Safe Sport initiatives, we have focused our attention on conducting a serious review of our processes to determine where our gaps lie in relation to the Universal Code of Conduct, directives from Canada Soccer and our Provincial Government.

We were introduced to ITP Sport led by Alison Forsyth and requested their services to conduct an audit. The audit chosen has two components, the first is an audit of our structure, policies and procedures and the second is a review of four District Associations (participation in this audit was voluntary) policies, procedures and complaints processes to determine what gaps may exist. Canada Soccer has engaged in a similar review and through their findings along with the experience of ITP assessing BC Soccer, New Brunswick and Saskatchewan Soccer ITP Sport group will have a good working knowledge of the Soccer landscape and will be in a better position to guide us forward. The audit will commence on April 21, 2023.

International/Interprovincial Transfer Certificates (ITCs/IPTs)

The process of acquiring an International Transfer Certificate (ITC) is governed by FIFA. This requires all players to receive an International Transfer Certificate (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 (IPT).

In 2022-2023, Ontario Soccer observed a decrease in the number of ITCs requested for player movement in and out of the province. There were **178** ITCs issued to players leaving Ontario, a 28.8% reduction from 2021. The amount of ITCs issued to players entering Ontario was **168**, a reduction of 27.0% from 2021.

TOP 3 NOTABLE COUNTRIES BY MOVEMENT IN ONTARIO (ITCs)			
Country	2021	Country	Fiscal 2022 - 2023
USA	130	USA	73
Azerbaijan	12	United Kingdom	13
Sweden	11	Germany/Italy/Portugal	9

Outdoor 2022

DISTRICT ASSOCIATION	MINI U10	MINI U12	YOUTH REC	YOUTH COMP	SENIOR REC	SENIOR COMP	TOTAL PLAYERS
 Durham Region S.A.	6502	1732	3656	1350	3116	246	16602
 East Central Ontario S.A.	3411	850	619	546	1089	105	6620
 Eastern Ontario & District S.A.	16621	5051	3829	3395	6396	1351	36643
 Elgin Middlesex S.A.	8156	1997	1912	1644	2534	1470	17713
 Essex County S.A.	3831	1028	860	1172	957	348	8196
 Hamilton Soccer	7515	1839	1131	1571	2626	129	14811
 Huronia District S.A.	4891	1099	2371	750	1735	208	11054
 Lambton Kent S.A.	2456	486	853	204	807	180	4986
 Niagara S.A.	7075	1202	1898	498	2014	227	12914
 North York S.A.	1304	454	253	587	688	260	3546
 Peel Halton S.A.	14221	4116	3285	3919	7507	704	33752
 Sault Amateur S.A.	972	195	92	132	559		1950
 Scarborough S.A.	1714	586	313	557	215	502	3887
 Soccer North District Association	942	318	147		121		1528
 Soccer Northeastern Ontario	679						679
 Soccer Northwest	721	307	200	108	637		1973
 Southeast Ontario S.A.	6142	1262	813	658	2095	43	11013
 Southwest Soccer	13371	2828	2288	2021	2107	690	23305
 Sudbury Regional S.A.	1478	273	188	155	691	43	2828
 Toronto S.A.	5845	2720	1496	2171	1066	406	13704
 York Region S.A.	11457	4125	2987	2888	5730	558	27745
 Ontario Soccer				18		2761	2779
Total	119,304	32,468	29,191	24,344	42,690	10,231	258,228

Indoor 2022-2023

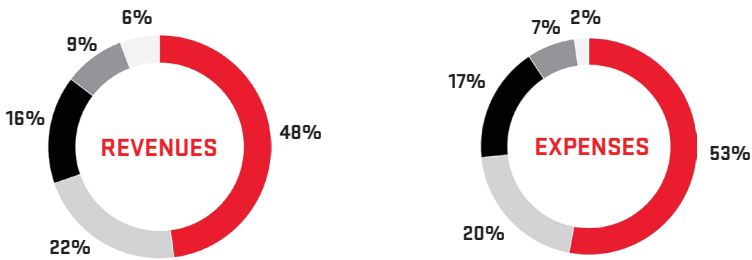
DISTRICT ASSOCIATION	MINI FUTSAL	MINI INDOOR	YOUTH FUTSAL	YOUTH INDOOR	SENIOR FUTSAL	SENIOR INDOOR	TOTAL PLAYERS
 Durham Region S.A.	14	3307	762	1266		2403	7752
 East Central Ontario S.A.	272	531	234	141	35	373	1586
 Eastern Ontario & District S.A.	453	3706	326	2881	517	2331	10214
 Elgin Middlesex S.A.	95	927	93	1025	47	3599	5786
 Essex County S.A.	44			58	9	707	818
 Hamilton Soccer	16	1462		908	22	439	2847
 Huronia District S.A.	13	199		482	50	93	837
 Lambton Kent S.A.	12	87		192		87	378
 Niagara S.A.	3	691		547		961	2202
 North York S.A.	85	293	45	706	48	3877	5054
 Peel Halton S.A.	349	8607	60	6592	29	5108	20745
 Sault Amateur S.A.		441		251		523	1215
 Scarborough S.A.	191	345	9	554	15	395	1509
 Soccer Northwest		450		277		494	1221
 Southeast Ontario S.A.	83	272	78	218	281	434	1366
 Southwest Soccer	433	4281	242	1780		980	7716
 Sudbury Regional S.A.	350	66	13	241	27	513	1210
 Toronto S.A.	87	2840	378	2068	1	452	5826
 York Region S.A.	1167	5340	506	3837		3003	13853
 Ontario Soccer				34		21	55
Total	3,667	33,845	2,746	24,058	1,081	26,793	92,190

Ontario Soccer continues to improve its financial position in 2023, with an increase in cash, reduction in receivables and payables for the year.

Revenue increased in 2023 (2019: \$12,079,006, pre-pandemic), with a strong return to soccer, 2022 outdoor player registrations **258,228** (2019: 274,399).

The support from funding and partnerships was critical in maintaining Ontario Soccer operations, including Ministry of Heritage, Sport, Tourism and Culture Industries, and key corporate partners.

There was a surplus of revenue over expenses in 2023 **\$2,217,718**. This has therefore reduced our unrestricted fund balance to \$(1,033) (2022: \$(1,989,139)). In an effort to building back better, a sustainable, resilient recovery after COVID, Ontario Soccer will continue to implement fiscally responsible protocols and make decisions with priority focus on the sustainability of the organization.



Source of Funds

■ Registration Fees	\$6,122,810
■ Program Fees	\$2,770,224
■ Soccer Centre	\$2,008,794
■ Government Grants & Assistance	\$1,128,488
■ Sponsorship	\$735,607
	\$12,765,923

Use of Funds

■ Program Operations including Salaries and Benefits	\$5,585,606
■ Canada Soccer Levy	\$2,151,177
■ Soccer Centre	\$1,826,098
■ Insurance	\$757,878
■ Administration	\$227,446
	\$10,548,205

The financial statements of Ontario Soccer have been audited by Grant Thornton LLP and the consolidated financial statements presented fairly, in all material respects, the consolidated financial position of the Association as of March 31, 2023 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!**

2022 Ontario Soccer Partners

Premier Partners				
Community and Program Partners				
Official Suppliers				
Sport Partners				