



Chair Update NSA AGM

October 27, 2025

Chair Update:

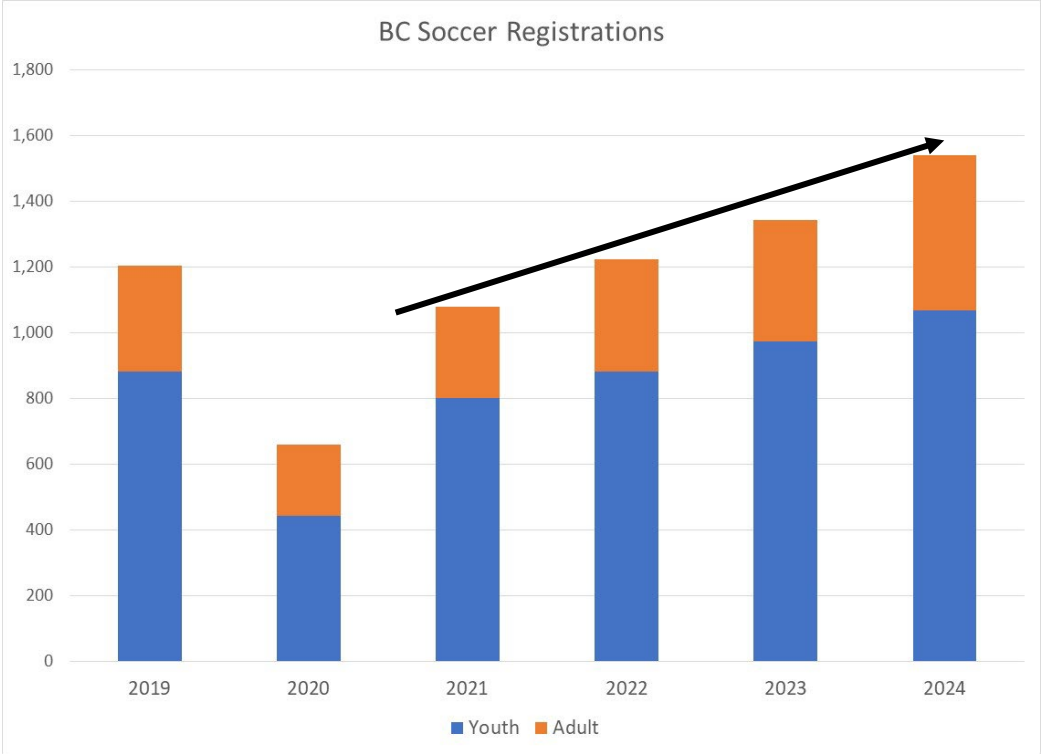
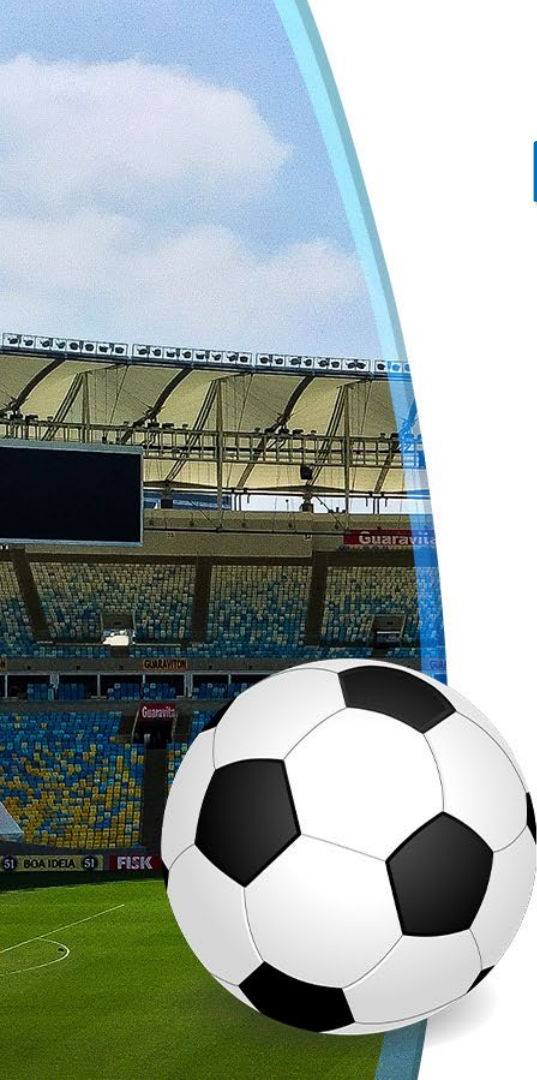
- Three main topics
 1. State of the nation
 2. 2025 Board Summary
 3. Looking to the future





1. 'STATE OF THE NATION'

Player Enrollment



Total Registrations

- In 2024, NSA recorded **2,292 total program registrations** across all programs up from 1,979 in 2023.
- In 2025, number of registrations expected to be significantly higher with >500 registrations for camps and >200 for Kootenay United Football Academy





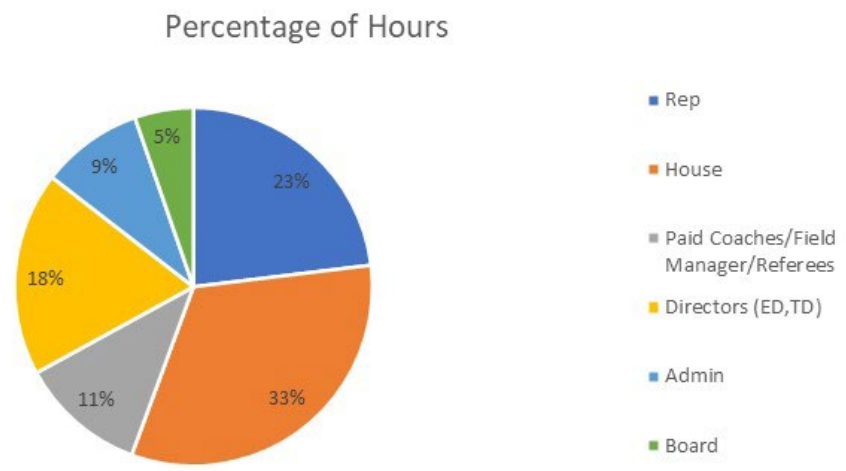
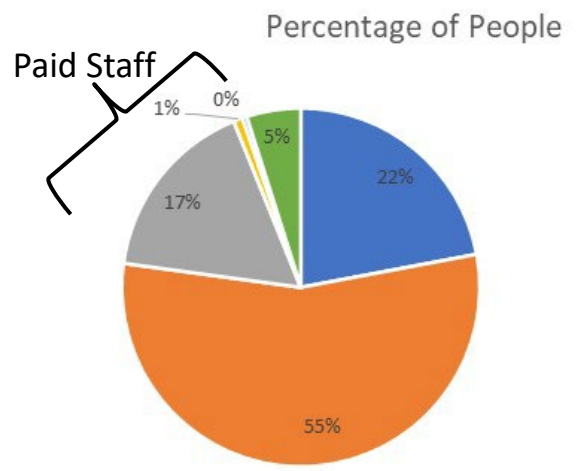
Volunteers

- Volunteers are our lifeblood
- In 2024:
 - 135 House Coaches approximately 7,400 hrs
 - 38 Rep Coaches approximately 5,200 hrs (750 hrs were C-Licence training)
 - Total = 12,600 hrs
 - Does not include Terry Walgren or Board Volunteer Hours
- Total @ \$20/hr = >\$250,000



NSA: Breakdown

- Paid staff >25% of people and >40% of hours

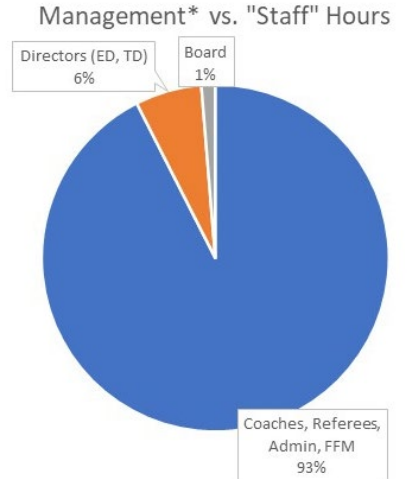


- Rep
- House
- Paid Coaches/Field Manager/Referees
- Directors (ED,TD)
- Admin
- Board

'Management' vs. Staff

- Executive and Technical Director roles considered 'management'
 - Make up 1% of people and 6% of hours*
 - A typical 200-person company should have between 10-25 managers (5-12.5%)
- For a club of our size, Canada Soccer suggests up to six employees¹.
 - NSA currently has 3.5

Please be patient and understanding as we continue to grow and manage our programs and employees



*Assumes 35% of TD/ED and 20% of board member hours as management

1. Canada Soccer Club Management & Operations

NSA Board/Staff Turnover

- Board since 2022:
 - Five different chairs have presided
 - Multiple directors resigned mid-term, four in 2024
 - AGM has changed from seeking volunteers for board to elections
- Staff since 2022:
 - Three different admins
 - Accountant/bookkeeping
- Very little handover/continuity





CBT Consultation

- NSA Consulted with Columbia Basin Trust (CBT) to perform an “Organizational Assessment” to understand areas of improvement
- Goals:
 - Stability and address staff/board volunteer burnout
 - Improve Governance
 - Clarify board/staff roles
 - Strengthen HR
 - Greater transparency for members
 - Plan sustainably for growth
 - Move from being reactive to proactive
- High-level results:
 - Ranked lowest in: Planning & Direction; Governance (Board); Human Resources (Staff and Volunteers)
 - ***Two priorities highlighted by CBT: 1. Governance; and 2. Strategic Plan***

Membership Consultation

- Survey sent to youth membership in September. Still digesting results. Highlights:
 - Constructive feedback on house and rep programs
 - A new indoor facility is clearly a priority for future
 - Improved governance, better structure, greater transparency



Indoor Facility

- Engineering assessment conducted in spring 2025. Anecdotal results:
 - Issues should be relatively "minor" to upgrade/repair.
 - No serious issues with foundation or walls
 - City working on a maximum safe snow limit





2. 2024-2025 BOARD SUMMARY



Challenges

- Human resources and staffing issues
 - Bookkeeping, Accounting
 - Contracts
- New facility/field
- Discipline and IRC
- Rep team makeup and balancing
- Reputation of the Board



Achievements

Board/Administrative

- Multiple DEI policies
- Social Media & Team Chat Policy
- Updated Codes of Conduct
- Consultation with CBT
- Review Engagement
- Successful Terry Walgren Memorial Tournament
- Referee Instructor Training for Head Referee
- Membership Survey
- Kerry Dyck Memorial Scholarships

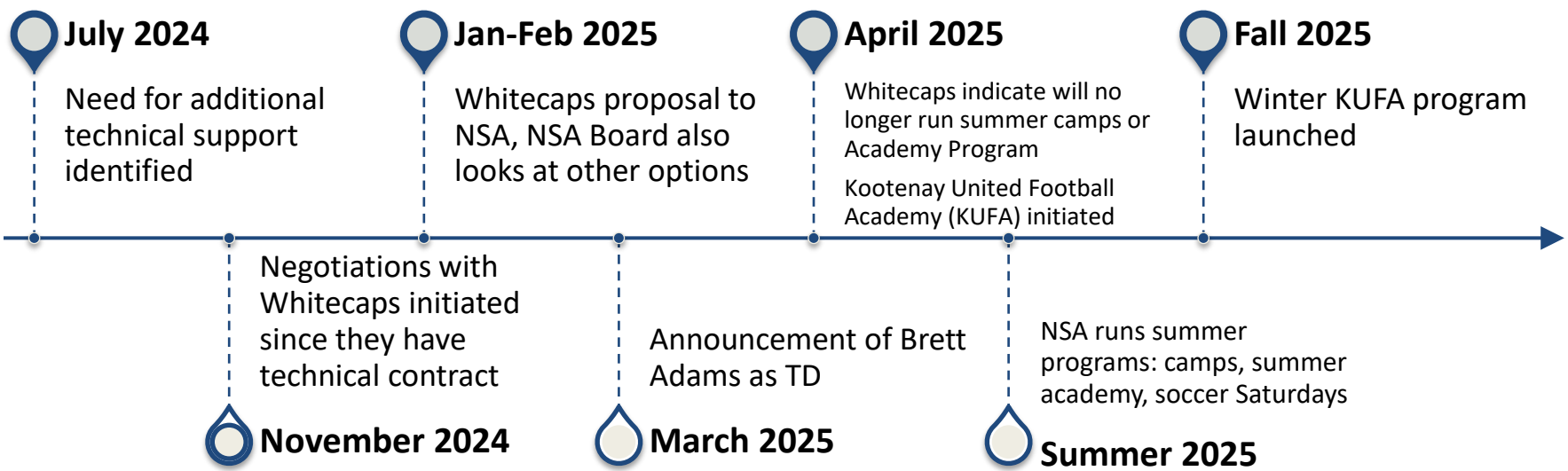
Hiring our own Technical Director and Ethics & Conduct Review Board (ECRB) Policy

Technical

- Tiny Kicks Program
- Spring Break Camps, Pro-D day camps
- Goalkeeper camps x2
- Partnerships with other clubs
- Summer:
 - Camps
 - Academy
 - Soccer Saturday
- She Can
- BC Soccer visit
- BC Provincial Medals
- Kootenay United Football Academy (KUFA)



TD/KUFA History





ECRB Summary

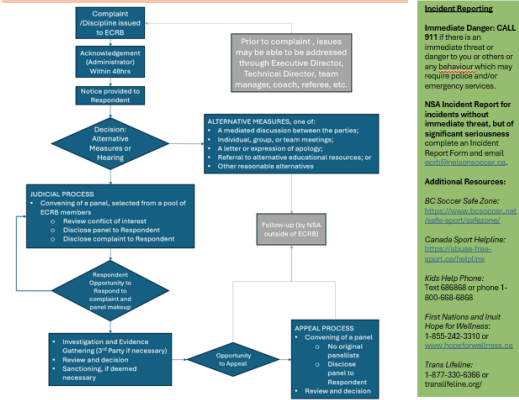
Ethics and Conduct Review Board (ECRB) Policy

Nelson Soccer Association (NSA) has developed the ECRB to create a fair, impartial, and transparent complaints, discipline and appeals procedure. The ECRB consists of:

- An ECRB Administrator who oversees the process and administration;
- Two ECRB Co-Chairs to mitigate potential conflicts of interest;
- ECRB Panelists; and,
- Any volunteers or support staff required for a given incident.



There are two types of ways an incident can be addressed: 1) Alternative Measures; or 2) the Judicial Process. A flow chart of the ECRB Procedure is below. Please refer to the Ethics and Review Board (ECRB) Policy dated October 2025 for more details.



Ethics and Conduct Review Board Administrator
Someone on the NSA board that receives the complaint and administers the policy. The ECRB Administrator acts for procedural guidance only. They have no substantive decision making authority in the disciplinary process.

Ethics and Conduct Review Board Co-Chair
The ECRB Co-Chair (ECRB Chair) is responsible for facilitating the complaint process from the receipt of a report all the way through to the closing of the file. ECRB Chairs communicate with Complainants and Respondents, conduct requisite inquiries and investigations, and make substantive decisions with respect to how a report is dealt with. This may include facilitating an alternative measures approach or conducting a hearing (written or oral). Both ECRB Chairs are deemed to be in a conflict of interest, a Partner Organization will administer the Policy.

Ethics and Conduct Review Board Panelist
The ECRB Panelist will be called upon on an as-needed basis to sit on ECRB Panels. These will be formed when a report is received that requires a written or oral hearing. Panelists will act under the guidance of the ECRB Chairs and with the support of their fellow panelists (3-4 individuals) to adjudicate on a case. This will include making findings of fact and if necessary, drafting appropriate reasons and sanctions.

- Ethics and Conduct Review Board (ECRB) Policy developed to create a fair, impartial, and transparent complaints, discipline and appeals procedure
- ECRB “Explainer” can be provided and will be on our website
- Looking for volunteers to be panelists and Co-chairs!



3. LOOKING TO THE FUTURE



2025-26

- We will be looking to advance/support :
 - Strategic Plan
 - Governance/HR
 - A new Field/Facility
 - Continued technical program development
 - DEI
- We will require volunteers additional to board members to help develop strategic plan
 - Other committees can also have non-board members
- We are also looking for volunteers for the ECRB:
 - Panelists
 - Co-chair